WORK AND FAMILY

THE CRUCIAL BALANCE

92-01432/

Work and Family

THE CRUCIAL BALANCE

Cette publication est aussi disponible en français.
2nd printing, March 1991

EXTRAS

57
BIBLIOGRAPHY
FINDING HELP
Who? What?
EMPLOYER/EMPLOYEE BENEFITS
A CHECKLIST FOR EMPLOYERS
Gaining a Human Resource Edge
WORK AND FAMILY FACTSHEET

FEATURES

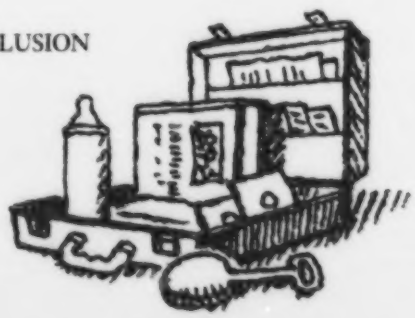
WORKPLACE

The New Dynamics of the Workplace

5
ADAPTING TO A NEW WORKFORCE
The Challenge of Demographics
Shrinking Labour Force
Who are the New Workers?

10
IMPLICATIONS FOR ORGANIZATIONS
Work–Family Interdependence
The High Cost of Employee Turnover
A Service-Driven Economy

12
CONCLUSION



FAMILY

The Changing Face of the Family

13
ADJUSTING TO NEW FAMILY REALITIES
Diversity of Family Units
Bridging Work and Family Priorities
Redefining Roles and Responsibilities
Who are the Dependents?
More Elderly Requiring Care
Emerging Care Pressures
Making Care Decisions

18
IMPLICATIONS FOR ORGANIZATIONS
Impact on Productivity and Performance
Impact of Providing care for the Elderly
Pressures on the Bottom Line

19
CONCLUSION

PLANNING

Planning For Change

21
SELECTING THE BEST ALTERNATIVES

22
WHAT DRIVES ORGANIZATIONAL CHANGE?

23
CREATING A SUPPORTIVE ENVIRONMENT

24
MANAGERS AS AGENTS OF CHANGE

25
COMMUNICATING WITH EMPLOYEES

26
A STRATEGY FOR IMPLEMENTATION
Planning, Research and Analysis
Developing and Implementing an Action Plan
Monitoring and Evaluation

29
CONCLUSION

IDEAS

Flexible Work Arrangements

31
GETTING THE JOB DONE

32
FULL-TIME ALTERNATIVE WORK ARRANGEMENTS
Flexible Hours
Flexible Place

37
REDUCED HOURS OF WORK ARRANGEMENTS
Voluntary Protected Part-time work
Job Sharing

MORE IDEAS

Benefits and Services

41
INVESTING IN PEOPLE

42
LEAVE POLICIES
Vacation, Sick and Personal Leave
Maternity, Paternity, Adoption
Extended Leaves

44
RELOCATION POLICIES

45
FLEXIBLE BENEFITS PLANS

46
EMPLOYEE ASSISTANCE PROGRAMS

47
ELDER CARE SUPPORT SERVICES

48
CHILD CARE SUPPORT SERVICES
Child Care Information and Referral Services
Direct Support for Community Facilities
Subsidies for Child Care Services
Employer-Sponsored Child Care Centres

Introduction

If the focus of the 1980s was on technology, the focus of the 1990s will be on people.

Over the past decade, technology has transformed the workplace, making Canadian business competitive in the age of information. During the next decade, people will transform the workplace, putting a human face on the technological revolution.

No business, organization, labour union or government will be untouched by the social and demographic changes under way.

- The workforce is aging and its expectations are changing
- More women are entering and staying longer in the paid labour force
- Family structures are in transition
- Large numbers of well-qualified baby boomers are competing for a limited number of top jobs
- The baby bust signals potential labour shortages.

These and many other changes are not simply numerical shifts affecting Canadian companies at the margin. They are fundamental social changes that will touch on every aspect of our country's economy and society. They will trigger a re-examination of institutions and organizations, and their approach toward their employees.

The Government of Ontario is committed to the balancing of paid work and family responsibilities, and recognizes the importance of this issue to unions, businesses and community organizations. The development of new partnerships in Ontario's workplaces will help to create policies and programs that better reflect the realities of family life. *Work and Family: The Crucial Balance* was designed to support these new partnerships, policies and programs.

The Crucial Balance explores the changing relationship between family and paid work, and how that new relationship affects organizations and employers.

This publication examines various flexible working arrangements employers may wish to consider, as well as a range of benefits, programs and services which can help employees balance work and family priorities. A number of pragmatic issues affecting the implementation of any family-based option are also reviewed.

The challenge for business is to plan, anticipate and prepare for the new dynamics of the workplace. For in the end, those companies that put issues like child care and elder care at the forefront of human resource policies, and those companies which help to strengthen the relationship between family and work, will be leaders in their industry.

That commitment will give them an edge in attracting, retaining and motivating the best people for their jobs. Those people will give the companies they work for an edge in an intensely competitive marketplace.

In the workplace of the '90s, companies will be hard pressed to find any employee who does not share at least some responsibility for the care of one or more dependents.

Adjusting to the new realities of the workforce is not an altruistic approach to management. It is a practical means of achieving bottom-line results. It makes good business sense.

THE NEW DYNAMICS OF THE WORKPLACE

Adapting to a New Workforce

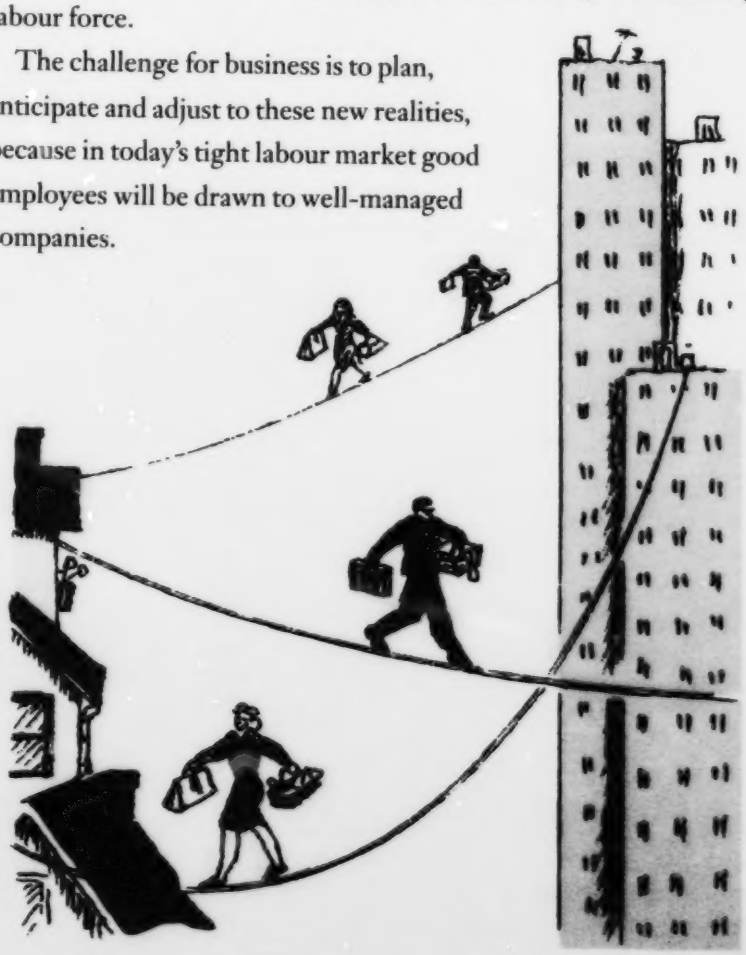
"In this global economy, the key competitive variable is now the quality of the workforce – its skills, knowledge, creativity and motivation. A company which ignores employees' needs to balance their work and family lives may be making a costly mistake."

Julie White
Manager
Public Affairs
Levi Strauss & Co. (Canada) Inc

The changing composition of Canada's population is mirrored in Ontario's labour force, and consequently in the workplace.

A declining birth rate, decreasing fertility rates and a steady increase in the number of senior citizens all point to the reality of a shrinking labour force.

The challenge for business is to plan, anticipate and adjust to these new realities, because in today's tight labour market good employees will be drawn to well-managed companies.



Changing Demographics

Among the demographic trends challenging Ontario industry are:

- **A steady decline in the nation's birth rate.** In the 1950s, there were 28 births for every 1,000 Canadians. By 1985, this had dropped to 15 births per 1,000.[1]
- **Decreasing fertility rates.** In 1960 Canadian women had an average of 3.9 children. In 1986, this was down to 1.7.[2]
- **A steady increase in the number of senior citizens.** Seniors (aged 65 years and older) made up 10 per cent of Canada's population in 1986. By 2011 they will represent 16 per cent of the population, and by the year 2036, some 25 per cent of Canadians will be 65 or older.[3]

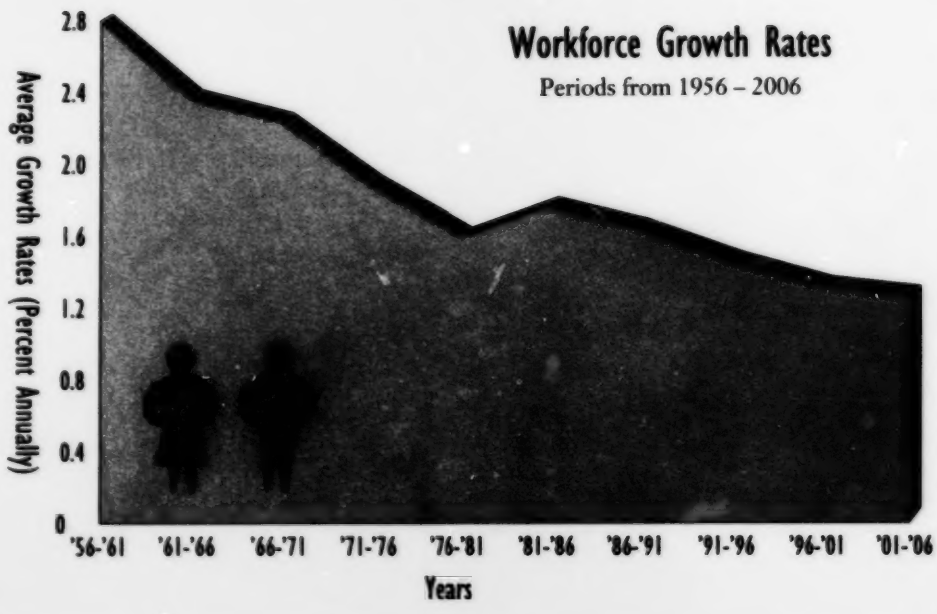
Shrinking Labour Force

As Canada's population growth rate continues to decline, so, too, will the number of new entrants into the labour force.

In the late 1970s, Ontario's labour force grew at an average rate of 2.6 per cent per year. Labour force growth has averaged 2 per cent annually during the 1980s, and is projected to drop to 1.4 per cent a year through the 1990s.[4]

In the face of skill and labour shortages in key areas of the economy, employers will find themselves competing for employees to fill their jobs.

The Challenge of Demographics

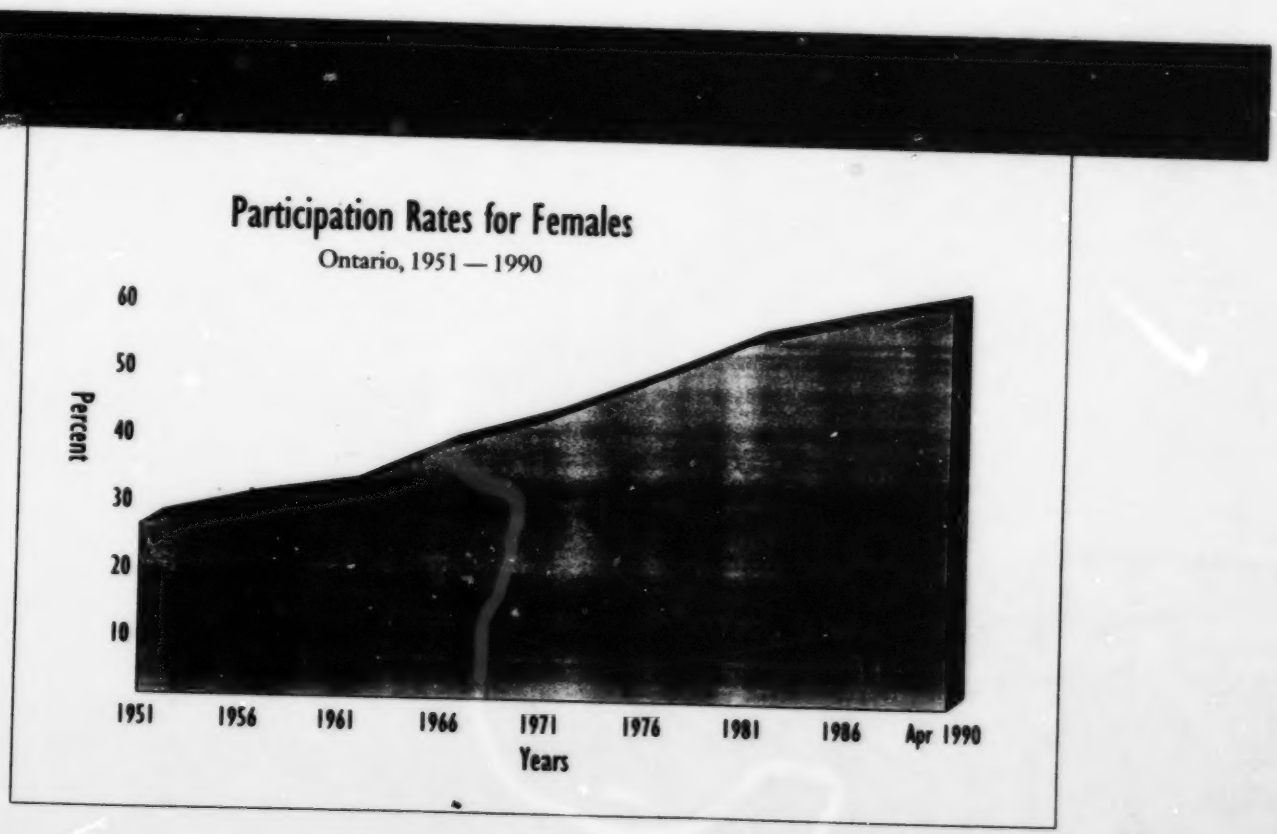


Not only will organizations be drawing from a smaller pool of workers, but those workers will have more and different obligations apart from their work. Those obligations may well affect the way employees priorize their work and family lives.

The New Workers

The labour force of the 1990s and beyond will be dominated by employees who share at least some responsibility for the care of family dependents. There will be:

- An increase in the number of dual-earner families
- More heads of single-parent families
- More women of all ages and at all stages of their lives
- A greater proportion of women with children, particularly mothers of young children
- More men with direct responsibility for family care
- Growing numbers of workers caring for elderly parents or relatives
- An increase in the number of workers caring for people with disabilities.



The New Workforce

More dual-earner families

- More mothers and fathers will be combining the responsibilities of child raising with the requirements of their jobs.
- In 1961, only 20 per cent of all two-parent families reported both parents working in the paid labour force. By 1986, more than half (53 per cent) of all two-parent families were dual earner.[5]
- For many households, having both partners in the paid labour force is an economic imperative. The number of two-parent families below the poverty line would increase by an estimated 78 per cent if only one person in the household had paid work.[6]

More heads of single-parent families

- Between 1977 and 1984, 163,000 more single parents joined the workforce.[7] By 1986, labour-force participation for single parents had reached 61.2 per cent.[8] While the vast majority of Canadian single-parent families were mother-led (82.2 per cent), the proportion of father-led single-parent families is growing.[9]

More women of all ages and at all stages of their lives

- The enormous influx of women into the paid labour force is perhaps the most striking trend in Canada's demographic profile. Among western democracies Canada ranks behind only Scandinavia in dependence on women in the labour force.[10]
- In 1951, only 23.5 per cent of Canadian women worked for pay outside the home. By 1987, this was up to 56.2 per cent. The Conference Board of Canada estimates that by 1993, the number of women in the paid labour force could reach 63.1 per cent.[11]
- Approximately half of the paid workforce will be women. Not only are more women entering the workforce, but they are also staying longer than ever before. Women now spend between 34 and 37 years on average in the paid labour force – a term comparable to men.[12]

More women with children, particularly mothers of young children

- Labour force participation for women with children under 16 has risen steadily over the past number of years (from 41.6 per cent in 1975 to 56.8 per cent in 1983.[13]) For women with young children, however, the increase has been dramatic.

In 1976, fewer than 32 per cent of mothers with children under three years of age were in the paid workforce. By 1986, one out of every two mothers with children under three were in the labour force, with 66 per cent of them working full time.[14]

More men with direct responsibility for family care

■ While historically women have been the primary family caregivers, recent surveys and articles show that responsibility for the care of children and elderly relatives is now being shared increasingly by men. Many men are pursuing more balanced lifestyles and exploring work settings and arrangements that enable them to participate fully and directly in family care.

■ At Du Pont U.S., for example, a 1985 study of 6,600 employees showed that 18 per cent of male workers were interested in the option of part-time work to accommodate their child care responsibilities. In a similar study conducted only three years later, a full 33 per cent of men expressed an interest in the part-time option for family reasons.[15]

More workers caring for elderly parents or relatives

■ With the aging of the baby-boom generation, the fastest-growing group in Ontario's labour force over the next 12 years will be workers 45 to 54 years of age. Their share of the labour force will rise from 15.9 per cent in 1988 to 21.8 per cent in the year 2001.[16] Not only will this be the fastest-growing segment of the workforce, but also it will be the group sharing much of the responsibility for the care of older family members.

■ Right now, two out of five people 30 years of age and older provide some kind of care for elderly relatives.[17] As the parents of baby boomers continue to age, more of their adult children will be combining a job with elder care.

More workers caring for people with disabilities

■ The number of people combining a job with caregiving for a relative or friend with a disability will also increase. A national study on health and disability showed that out of a population of 2.5 million people (aged 15 and over) with disabilities, only 842,000 were physically independent. Some 400,000 were partially dependent, and 1.1 million were dependent on others. Close to 1 million people had a disability that prevented them from working.[18]

Implications for Organizations

These and other trends in the labour force are having a measurable impact on many institutions and organizations, and on their approach toward their employees. Human resource policies designed for the workforce of the past are being replaced with innovative strategies to meet the needs of the workforce of today and tomorrow.

Work-Family Interdependence

Organizations which recognize that work life and family life are interdependent, and which have policies in place to promote that interdependence, are gaining a comparative advantage. They will have an edge in attracting the most talented people to their ranks and in keeping those people satisfied, motivated and productive on the job.

"Life does not stop at the plant gate or the office door. Working people are citizens, community members and, most immediately, family members."

CAW Policy Statement on the Family
Canadian Business Review
Autumn 1989

Conversely, companies which overlook their employees' need to combine a family with a career will have difficulty recruiting or retaining skilled workers.

In today's tight labour market, the fact is: good employees will be drawn to companies whose policies best match their needs. And they will be drawn away from companies if better benefits or working arrangements are offered elsewhere.

In a major survey of 1,600 organizations and more than 11,000 public and private sector employees conducted by The Conference Board of Canada to examine work-family dynamics, over 10 per cent of the respondents said they had left a position or job in the past because of work and family conflicts. More than 14 per cent said they were considering leaving their current employers for the same reasons.[19]

Several other workplace studies show that job candidates at all levels are looking for employers who recognize, and are willing to accommodate, their family responsibilities.

For example, a recent Ontario study by Mark Frankel and Associates of 109 employees and their families examined what Dr. Frankel calls "work-family fit," or the degree to which people consider their work and family lives to be well co-ordinated and harmonious. This study found that employees with high work-family fit are much more satisfied with their jobs and with their family lives, and are absent less frequently from work than co-workers with lower work-family fit situations.[20]

The Conference Board's examination of work-family dynamics show similar results. Sixty-six per cent of the employees surveyed reported some difficulty balancing their on-the-job and off-the-job lives, and 20 per cent found it "very difficult" or "difficult."[21]

Those who found juggling their various responsibilities "very difficult" missed an average of 4.5 full days from work during the six-month period prior to the survey, compared with those reporting no difficulty who missed only 2.5 days of work on average.[22]

These findings have implications for organizations looking to reduce absenteeism and to raise job satisfaction and retention rates among their workers.

The High Cost of Employee Turnover

In the face of labour shortages, there will be increasing pressure on companies to create the kind of open, supportive environment that will

"In the industrial era, when the strategic resource was capital, the goal of the corporation could only have been profits. In the information era, however, the strategic resource is information, knowledge and creativity. There is only one way a corporation can gain access to these valuable commodities – that is through the people in whom these resources reside."

P. Aburdene and J. Naisbitt
Re-inventing the Corporation

attract employees likely to remain with the organization long enough to provide a return on the substantial investment made in them. Most companies would agree that the costs of recruiting and training new employees can be very high.

The Corning Glass Company, for example, estimates that the cost of replacing each worker the company loses is some $40,000.[23]

For the New Jersey pharmaceutical firm, Merck and Company, the cost of losing a worker and retraining a successor is one-and-one-half times that person's annual salary. Merck began to collect this information to determine the benefits to the organization of its work and family programs. They discovered that their flexible time option increased productivity by up to 20 per cent in some departments, and that the company's child care centre had decreased absenteeism and helped reduce the average maternity leave from seven months to five.

Furthermore, the program managed to achieve a low annual turnover rate of six per cent, compared to the American average of more than 14 per cent. "You save the costs of retraining, you avoid the low productivity of a new worker, and all the secondary effects on managers, peers and subordinates," says a company spokesperson. "Those costs really mount up, let me tell you."

A Service-Driven Economy

The need for a human resource focus on family related issues has become even more pressing with the emergence of service industries.

Since World War II, growth in employment in Ontario's service related industries has been steady and persistent, while growth in goods production employment has declined.[24]

In the manufacturing sector, fewer than half the jobs lost in Ontario during the last recession have been recovered. In the service sector, however, not only have jobs lost during the recession been regained, but also tens of thousands of new jobs have been created.[25]

As this trend continues, service industries will account for most of the new jobs created during the 1990s, while job growth in the manufacturing sector will decline.

This emphasis on a service-driven economy has clear implications for employers. Whether it is banking or insurance, health care or hospitality, real estate or retail sales – service industries deal in the currency of relationships and customer service.

In the manufacturing sector, stretched and overtired employees can mean lower production levels and fewer products to sell. In the service sector most industries are customer-driven. Inferior service delivered by anxious employees can drive away prospective business or alienate a company's existing customer base.

Conclusion

In the workplace of the 1990s and beyond, corporate strategies which focus on human resources will be central to competitive success.

With shortages of skilled labour expected in key areas of the economy, employers will have to recognize the new values of the new workforce and embody those values in their corporate culture.

Organizations will be drawing from a smaller pool of workers, the vast majority of whom will share at least some responsibility for family care. Consequently, they need to demonstrate that their environment welcomes, supports and rewards employees and accommodates both their work and family priorities.

That means developing human resource policies and programs which acknowledge the reality of their workers' needs, and which address work and family conflicts as they emerge.

Because many of the attitudes and values of the workforce are being driven by changing roles and responsibilities of family members, it is appropriate to examine the changing face of the family.

Fact:

In 1961, only 20 per cent of two-parent families were dual earners. Today, both husband and wife work for pay in more than half of all Canadian families.

THE CHANGING FACE OF THE FAMILY

Adjusting to New Family Realities

"A growing body of research links employees' concerns for the care of children or elderly relatives with productivity losses from increased absences, tardiness and stress on the job and such time-consuming as [illegible] way of the phrase."

[illegible]
[illegible]
September 19, 1988

Only 16 per cent of Ontario families now match the traditional nuclear family model with father as sole breadwinner and mother as homemaker.[26]

Most Canadian children grow up in households where, if two parents are present, both work in the paid labour force. This applies even in households where there are very young children. In fact, the fastest growing group entering the workforce are mothers of children under three years of age.[27]

While continuous employment of both mothers and fathers throughout adult life implies a major shift in family roles and structures, that is by no means the only change that has taken place.

Diversity of Family Units

The whole notion of family has altered to include a much broader range of family groupings and lifestyles. Today's family might have:

- two parents with children
- one parent instead of two
- two adults with children from one or two marriages
- parents in a common-law relationship
- children whose parents live in separate residences
- children who live in one home for part of the year and in another for the balance of the year
- same-gender partners living with or without children
- no children at all
- two or three generations of family members living together.

Bridging Work and Family Priorities

While the family structure may have changed, the needs and wants of its members remain the same. In most instances, however, the responsibility for satisfying those needs and wants now rests with people who face the full-time demands and obligations associated with being paid employees as well.

It used to be that providing or arranging for the care of family members was largely the purview of women. Their full-time presence in the home served as a buffer enabling employees to draw a clear line separating family from work. While on the job, employees could devote all their time and energy to their careers, secure in the knowledge that family care was in someone else's hands.

Today, responsibility for only family and home is no longer feasible for many women. Whether through economic necessity or personal preference, more women are combining a family with a career. In so doing, they are looking to strike a more humane balance between work life and personal life.

Redefining Roles and Responsibilities

Just as women's roles and attitudes have changed, so have men's. There is a growing desire on the part of many men to participate more fully in the day-to-day responsibilities of family care.

In a survey of more than 1,200 employees at a large Minnesota corporation, "more than 60 per cent of fathers under age 35 said family concerns were affecting work goals." In most cases, those men were not seeking transfers or promotions because they needed or wanted to spend more time with their families.[28]

Likewise, in a major survey commissioned by Fortune Magazine to determine how families are handling work and family stresses, some 30 per cent of the male respondents said they had refused a job, promotion or transfer because it would mean less time spent with their families.[29]

For some men, increased participation in family care is a necessary byproduct of a dual earner family. For other men, it reflects a gen-

uine desire to take on a nurturing role.

For still others, it may stem from the suspicion that a male role model, such as a father, missed some of life's richest experiences. Such is the experience of Dave Sanderson, a marketing executive interviewed by Rona Maynard for her *Report on Business Magazine* article, "The New Executive Father":

For Dave Sanderson . . . the soul searching had a lot to do with the series of heart attacks that finally killed his father in 1984 after just a year of retirement. He remembers thinking, 'So you bust your ass for 35 years providing for your family, working all the overtime you can get. Your rich reward is to die while they're trying to jump start your heart, with paddles on your chest and tubes up your nose.'

[Sanderson has now started] distinguishing between urgent business and tasks that can wait . . . 'I can still smell a good business opportunity and go for the jugular,' he emphasizes. 'I'm turning the dial down, not turning the switch off' [in order to spend more time with family.][10]

Whatever the motivation may be, the fact remains: more men are becoming more involved as members of a parent team. In so doing, they are helping to change society's attitudes toward work, family and the costs of career success.

The not-entirely-mythical "organization man," who used to be admired for putting "company first" and "job before family," is no longer an object of admiration. Most people are looking for ways to do both – to have satisfying family lives as well as productive careers.

What has emerged is an approach in which the demands associated with career success are more directly related not to the hours people spend on the job, but to how well they do their work.

As the lines between work life and personal life become blurred, new trends are emerging in the family's area of primary responsibility: the care of family dependents.

Who are the Dependents?

Children, not surprisingly, comprise the majority of working-family dependents. There are currently more than two million Canadian children under the age of 13 whose parents work or study for a substantial part of the week.[11]

The reality of working families has put child care on the agenda of many people, governments and organizations. The need for good, affordable child care is no longer at issue. Countless studies have proven that working parents need greater access to child care in terms of proximity, affordability and flexible hours. Those studies also show that children benefit from outside care only when that care is of high quality.[12]

More Elderly Requiring Care

Children are not the only family members in need of support and care. In many households, families are caring for elderly parents or grandparents, or for relatives with disabilities. And in a growing number of homes, family members – sometimes referred to as the "sandwich generation" – are caring for both elderly relatives or friends and for children or teenagers.

When you examine the universe of statistics surrounding an aging population, the facts are clear and quite dramatic. In 1986, one in every 10 Canadians was 65 years of age or older. By the year 2036, one in four Canadians will be 65 or older.[13]

This increase in the number of seniors, combined with declining birth rates, will make elder care a predominant business and social issue.

Obviously, people don't automatically become frail and dependent the day they turn 65. But as the number of "older elderly" – those 85 and older who are more vulnerable to physical and social difficulities – steadily grows, more working adults will be called upon to provide some form of dependent care.

That care may involve arranging and accompanying the individual to doctors' appointments; responsibility for financial management or financial support; home repairs, gardening and housekeeping; transportation; shopping, meal preparation and feeding; laundry and bathing; as well as providing emotional support.

Emerging Care Pressures

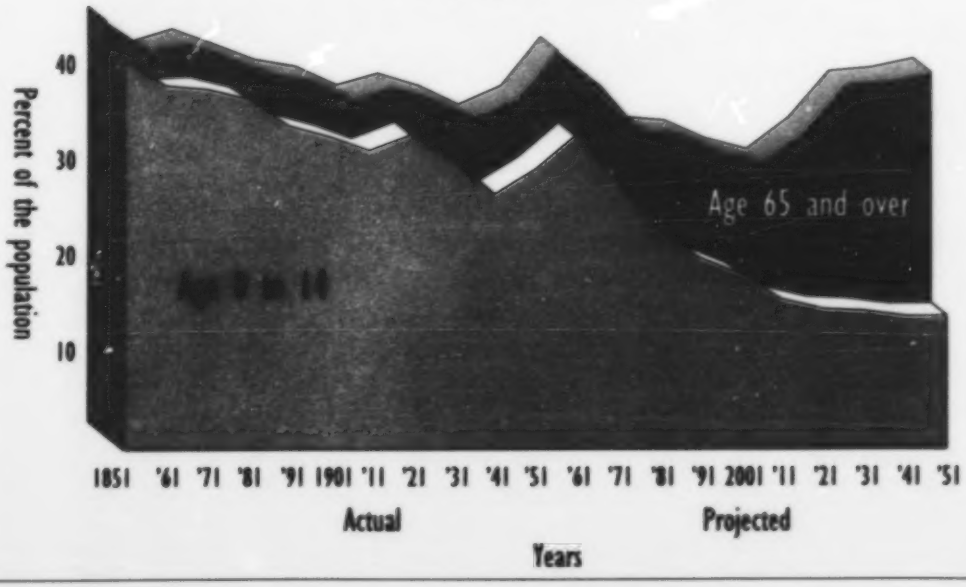
Society's move away from institutional care is adding a new dimension to this issue. As more seniors are encouraged to live as independently as possible for as long as possible, they will need greater direct support from their families and from the community.

Paradoxically, this trend is occurring at a time when the number of women entering the full-time paid labour force is escalating. The dilemma: fewer women at home to provide day-to-day care for older relatives, and fewer women in the volunteer workforce to supplement family support with community services.

Many of the same issues apply to care for people with disabilities. The majority of people with physical and mental disabilities want to lead independent lives and, where possible, to

Who are the Dependents?

The chart shows the dependency ratios, actual and projected. The dependency ratio expresses the number of people of "dependency ages" for each 100 people of "working age."



"The results (of a U.S. Fortune-Gallup Study) show that fathers are sharing not only family responsibilities but also the worry, stress and guilt associated...Fathers were almost as likely as mothers to say that the job interferes with family life. And they were even more inclined to sacrifice career opportunities that would cost them time away from their families."

Fortune Magazine
February 16, 1987

be active, productive members of the workforce. In many cases, enabling individuals with disabilities to achieve those goals requires a greater degree of support from families and from volunteers in the community.

Working adults who care for relatives with disabilities share the same anxieties and concerns as other working caregivers. All have great difficulty balancing work and family responsibilities. No matter who is being cared for, that care demands from the caregiver an enormous commitment of time, emotional and physical energy as well as financial resources.

Both dual income and single-parent families face real problems locating and paying for high quality caregiving options for their family members.

Parents whose hours of work are outside the regular business day as well as those who work evening or night shifts find it difficult, if not impossible, to get adequate care for their children.

Quality care for infants, for sick children in emergency situations, as well as substitute care for school professional activity days, March break and summer vacations can be hard to find, not to mention prohibitively expensive. Programs for school-aged children are in short supply and children on their own after school can mean extra phone calls from work and extra worry for concerned parents.

Making Care Decisions

Many factors influence an individual's caregiving decisions. They include: the family's financial situation; whether care is affordable, accessible and of high quality; the willingness of extended family members to provide care; cultural values and traditions; and attitudes toward family and work.

Some employees with higher incomes want, and can afford to purchase, private care for young children. Or they may have more job security and be in a better position to negotiate some flexibility with their employer, enabling them to balance home and job responsibilities.

In other families, cultural values and traditions play a central role in the care of family dependents. In households where priority is placed on family members caring for each other, and where relatives are willing and able to provide that care, there is often reluctance to look outside the family. In this situation, flexible hours or more generous leave provisions may be all a working parent needs to manage work and family priorities effectively.

In the vast majority of families, however, employees have few, if any, caregiving alternatives. Because paid employment is a pre-condition to economic survival, many people feel they are being forced to sacrifice their family life to the workplace. This applies particularly in communities where the cost of living is very high.

Implications For Organizations

Whatever the situation may be, combining care of family members with a job unquestionably adds stress, both at home and at work.

Almost 80 per cent of respondents to The Conference Board of Canada's extensive survey on work-family dynamics reported some degree of stress or anxiety resulting from attempts to cope with conflicting demands. More than 25 per cent said they experienced "a lot" to a "moderate degree" of stress.[14]

This survey also demonstrated a strong link between stress levels and absenteeism. Those who reported "a lot" of stress missed an average of 4.9 days of work in the six months prior to the survey, whereas those reporting no stress were absent from work only 2.5 days on average.[15]

Impact on Productivity and Performance

Few employees can fulfil all their family obligations before and after work. Inevitably, situations arise which may affect an individual's performance and productivity.

For just as an employee's personal life is affected by what goes on at work, so is an individual's job performance affected by what goes on at home.

Every day, employees are having to make choices in order to resolve work and family conflicts. They may have no alternative but to book off sick to care for a child who is ill, reschedule a work appointment to drive an elderly parent for medical treatment, miss an evening meeting to spend time with their children, or turn down a promotion because it means more travel and more time away from home.

In a 1987 Fortune Magazine survey, 41 per cent of the parents polled said that in the three months prior to the survey they had lost at least one day's work to attend to family matters such as caring for a sick child or going to a school play. Nearly 10 per cent of parents surveyed took three-to-five days off for family reasons during the same three month period.[16]

Likewise, the Conference Board's work and family survey found that almost half of the employees surveyed experienced interruptions in their work or had their workload increased because colleagues were absent from work to attend to family matters.

Respondents reported missing an average of 3.0 full days and 1.5 part days in the six months before the survey. They were also late for work and left work early close to twice each. Many who missed work gave family responsibilities as the reason for their absence.[17]

Impact of Providing Care for the Elderly

According to Statistics Canada, absenteeism for personal or family reasons has risen by 100 per cent in 10 years. Some 37 per cent of that increase is attributed to time spent caring for an elderly relative.[18]

It has been estimated that helping elderly relatives with one task, such as bathing or dressing, each day can require up to nine hours from the caregiver each week. Two daily activities can require more than 14 hours a week from the caregiver, and five or six daily tasks can involve some 27 hours of an individual's time weekly.[19]

Among working adults caring for elderly family members, there is often the added emotional stress of adjusting to the loss of independence and failing health of a previously self-reliant parent, relative or friend.

In the case of elderly family members suffering from chronic illness such as Alzheimer's disease or from the effects of a heart attack or

Pressures on the Bottom Line

THE WARNER-LAMBERT COMPANY IN THE UNITED STATES ESTIMATES THAT THE COST OF absenteeism and tardiness due to dependent care responsibilities (including elder care and child care) is $250,000 annually in one location alone.[40]

Along with the day-to-day productivity losses that result from time spent on the job dealing with family matters are a number of longer term strategic costs. When a talented employee cannot take on a major project, for example, or turns down a promotion because the organization is unwilling to accommodate his or her family commitments, it is a loss to both the company and the worker.

In the Conference Board of Canada's work-family study, more than 30 per cent of respondents felt that their child care or other dependent care responsibilities diminished opportunities for career advancement as they were unable to put in extra time at work or to relocate or transfer when asked. Some 17 per cent of employees who were offered promotions turned them down for family reasons and close to 25 per cent refused transfer opportunities for the same reasons.[41]

Further, while more than half of the respondents indicated a willingness to work longer hours in order to progress within their company, some 51.7 per cent said that their responsibilities at home made that difficult.[42]

Surely it is in the interests of an organization to help its employees do both: have satisfying family lives and enjoy productive careers.

stroke, an employee's emotional stress may be compounded if he or she has problems in gaining access to home care or to other community support services.

People in this situation need help both in locating care and in coping emotionally with the problem. Responsibility for helping family members with disabilities poses similar challenges.

Employees with elder care responsibilities tend to be over 45. They have often been with the company longer, have more experience and may be in a more senior position with greater responsibility. When they are absent or unproductive on the job, the cost to the organization increases.

Conclusion

Thirty years ago, most companies considered caregiving responsibility to be the exclusive domain of the family and/or community social service agencies. Some companies still do.

In the workplace of the 1990s, however, employers will be hard-pressed to find any employee who does not share at least some responsibility for the care of one or more dependents.

Supporting an employee in his or her dependent care priorities can make the difference for many individuals and buffer the effects on both employees and organizations.

Levi Strauss & Co. (Canada) Inc.

LEVI STRAUSS & CO. (CANADA) INC. believes that a national system of quality child care is key to the educated and skilled workforce necessary for the future. That's one of the reasons the company gives for making child care a priority in both its work and family strategy and its corporate contributions initiatives.

LS&Co. (Canada) Inc. manufactures jeans and jeans-related products for the Canadian market. The company, unionized under Amalgamated Clothing and Textile Workers and United Garment Workers, employs over 2,000 people in five locations in Ontario and one location in Alberta.

For several years, LS&Co. (Canada) Inc. targeted its child care initiatives to promoting the development of a non-profit child care system. "We have always believed that employees are best served when they have a variety of child care choices available to them in their own communities," says Julie White, National Manager of Public Affairs. Accordingly, the company has supported a range of initiatives such as small start-up grants, management training, and grants to advocacy organizations for public education on this issue.

However, the company is also concerned about the immediate needs of its own employees and is currently planning child care centres in two facilities where workers have difficulty finding quality child care.

These centres, to be built on-site, will be run as non-profit, charitable organizations. The planning committees are made up of employees who are parents, and company and union management, with support from both the Province of Ontario and the local Municipality. Priority placement in these 49-space centres will be given to children of employees, but remaining places will be open to the community. Once these child care centres are underway, the company plans to explore child care alternatives for employees at its smaller facilities.

LS&Co. (Canada) Inc.'s day care initiative is part of the company's commitment to helping its employees balance work and family. The company is currently working on a philosophical position to be integrated into its mission, vision and values training which all employees will undertake. "It's one thing to have programs such as flexitime and part-time in place, but quite something else to have widespread understanding, support and utilization," says Luann MacDonald, Manager of Human Resources. "We want to ensure that employees not only have access to alternative work arrangements, but that the culture of the corporation encourages flexible and adaptive responses to individual situations. And that means making it part of the corporate value system."

MacDonald admits that flexibility is more difficult in a manufacturing setting. "Our current method of production relies heavily on the traditional assembly line in which one person's production is dependent on the person doing the operation before her. However, we are in the process of exploring production alternatives which should lead to more options for flexibility."

She adds, "manufacturing operations may have some unique challenges on this issue, but that shouldn't deter them from innovating and exploring options."

PLANNING FOR CHANGE

Selecting the Best Alternatives

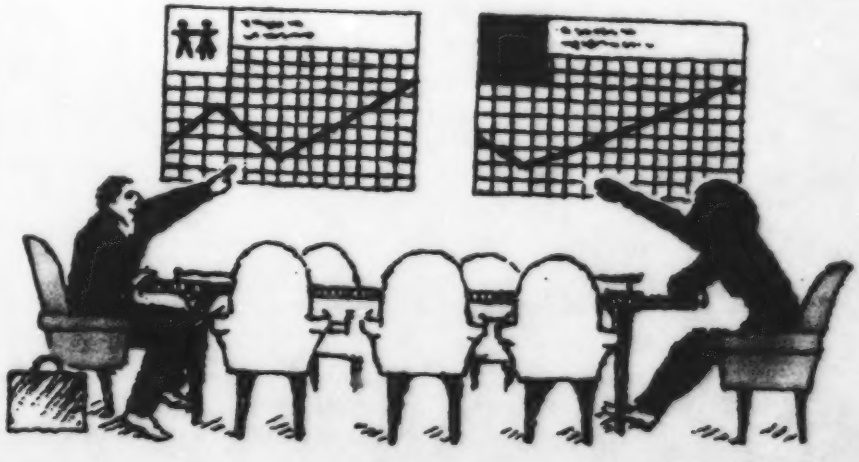
"If businesses respond creatively to the work and family issue, they can minimize the negative impact of role strain and enhance employee relations, productivity, the company's public image and the recruitment and retention of valued employees."

Fern Shimpson
Director, Employee Services
Corporate Human Resources
Manulife Financial

The first two parts of this publication offer an overview of the major social and demographic changes under way in the workforce, as well as the impact those changes are having on employers and organizations.

This section examines some of the practical issues companies should consider in selecting and implementing the family-supportive benefits and programs that will best work for them.

A variety of organizations are profiled to illustrate the practical issues and options this publication is exploring.



Many organizations have family-supportive policies and working arrangements in place to help employees strike a balance between their on-the-job and off-the-job lives. What works for one company, however, will not necessarily work for another.

A company whose workers are predominantly young will have a greater proportion of working parents and is more likely to be feeling the impact of child care responsibilities. As the organization's workforce ages, child care becomes a low priority concern, while elder care issues become more important.

Since family needs and workplace trends are constantly changing, the organization's response should be sufficiently flexible to accommodate those changes.

While it is important to have formal and clearly articulated policies in place, there should be flexibility within those guidelines so that managers and supervisors have the freedom to adapt their responses to fit individual needs.

What Drives Organizational Change?

Studies have shown that most organizational change results from the company experiencing "pain" – some kind of problem that requires a corrective solution.

An exceptional employee might request a "special" working arrangement, for example, to help deal with a short term family responsibility, such as taking care of a young child or an ill partner or parent. To resolve this particular problem, the company might review the circumstances and develop a solution for that one employee. For reasons of equity, the solution becomes a formal or informal company policy or practice.

In its publication, *Family-Supportive Policies: The Corporate Decision-Making Process*, The Conference Board in the United States has identified a number of factors as common preconditions to the implementation of family-supportive programs. At least one of the following factors influenced all of the companies they surveyed where such programs were in place:

Manulife Financial

A FIRM COMMITMENT TO THE INTEGRATION of work and family has been the impetus behind a broad range of programs implemented by Manulife Financial.

A decade ago, Manulife Financial began by introducing an employee assistance program. Some time later, it entered into an arrangement with a community child care centre, which, in exchange for a grant, agreed to give priority to the children of Manulife Financial's employees.

Since then, the company has expanded the scope of its work and family programs considerably. Now they range from career counselling and relocation assistance to an elder care referral service, a variety of employment options such as part-time work (with prorated benefits) and job sharing, and even a fitness centre.

All of these programs are available to the 1,800 employees in the company's head office in Toronto, and some aspects are available in branch locations across the country. Employee response to all of the programs has been very good; in particular, as the scope of the pro-

- Facing a demand for labour, the company decides to provide family-supportive benefits to help recruit skilled workers.
- Concerned about both foreign and domestic competition, the company hopes that easing work-family conflicts will reduce employee stress and contribute to a more productive workforce.
- Experiencing high rates of absenteeism and tardiness, a company decides to offer on-site child care to provide more stable arrangements for working parents.
- Aware of those who criticize business for its preoccupation with the bottom line, a company becomes more people oriented in its management style.
- Concerned about its image in the community, the company pursues "partnerships" with local government and with service agencies to provide needed family supportive services.[41]

Organized labour is an additional factor which may drive organizational change. Some Canadian unions have bargained for, and successfully negotiated collective agreements which include family-supportive arrangements.

The Ontario Federation of Labour, at its annual convention in November 1989, issued a document, "Families in the 1990's: Whose Vision?," specifically recognizing "family" as an issue for the labour movement. "Our vision of families," the OFL says, "is that they are based on equality and are a vital component of a caring society," and affiliates should "continue to make equality issues a negotiating priority." By implementing the program which the OFL document sets out, the OFL says it will be "assisting workers and their families to respond to the challenges they will face in the 1990s and beyond."

Creating a Supportive Environment

One of the first and most valuable contributions an employer can make toward helping employees balance their work and family responsibilities is to create an open environment – one that is supportive when employees have family conflicts or concerns.

By enabling employees to discuss work and

grams has expanded, the company has found more men are becoming involved.

Fern Stimpson, Manulife Financial's Director of Employee Services, says the programs have had far-reaching benefits. They have attracted high-quality employees to the company. By helping those employees balance the dual roles of work and family, the programs have also helped enhance productivity. They have also made it easier for Manulife Financial to retain valued employees so that the company consistently has a lower turnover rate than its competitors.

In addition, the company has found that many of these programs can be implemented without significant cost. "It does not have to be a time-consuming or expensive undertaking," says Stimpson. "In many cases, the information is there. It's simply a matter of sharing it with employees."

Stimpson points, for example, to the regular seminars presented by the company on topics ranging from parental discipline and street proofing to coping with stress and caring for elderly parents. All of the sessions are held during employees' lunch hours, and many of the speakers donate their time and expertise for free.

family conflicts, by demonstrating a willingness to adapt to family needs, and by encouraging managers and supervisors to become more aware of work and family issues, employers can take an important first step toward creating a supportive working environment.

Many employees, responding to the Conference Board's work-family survey, indicated that simply receiving more understanding from their employers, and more flexibility in their everyday working lives, would assist them in harmonizing their work and family responsibilities."

Managers as Agents of Change

Family-supportive programs are only as good as the people who apply them.

If line managers and supervisors do not "buy into" the initiative – if they are not made part of the decision making process and then adequately prepared and informed – the program is unlikely to succeed.

"My employees can use flexitime as long as they're here from 9 to 5," illustrates graphically what can happen when the purpose of a well

intended initiative is not fully explained to the individual who has to execute it.

Ensuring that line supervisors and managers understand the work and family dynamic – and are sensitive to employees' family needs – is essential to effective implementation.

Managers have been taught to treat everyone the same and may find it difficult to respond to individual needs. They must be given the latitude to negotiate flexibility that will meet both personal and business needs. The result will be arrangements that are equitable, but not necessarily identical, for everyone.

These key players – the line supervisors and managers – must also be directly involved in policy and program planning, development, implementation and evaluation.

Toronto Dominion Bank

JOHN MCCANN IS A SYSTEMS MANAGER in Systems Research and Development for Toronto Dominion Bank. His wife works full time at a job as demanding as his, so they split all child rearing and household tasks down the middle. They take turns picking up their seven-year-old son from after school child care. John says it's hectic because the child care centre closes at 6 p.m. and he must be there on time.

John is happy about the role he is playing in his son's life. "We're in the generation that chose to wait until we had our family," he says. "There's no question – I was ready to be involved with my child."

The McCanns are on tight daily schedules, so when their son gets sick, things can get quite complicated. They have a sitter they can call on in an emergency. But if he [their son] is too sick for that, the parents split their days in half with John working from 6 a.m. until 1 p.m. and his wife working from 2 p.m. to 9 p.m. They have found they can keep that schedule

Communicating with Employees

If managerial commitment is the first step towards building a supportive working environment, the next and more visible step involves communication with employees.

Developing flexible arrangements is a shared responsibility and establishing effective two-way communications can benefit an organization in several ways. For management, it is an important means of informing workers of company objectives and expectations. The organization can articulate its policies on work and family issues while establishing clear guidelines on what is offered to – and expected from – employees when conflicts emerge.

Supervisors can be counselled on how to negotiate arrangements that meet employees' needs within their requirements to get the job done. Employees can learn how to ask and take a shared responsibility to ensure work is covered.

A well developed communications network also encourages employee input which can help an organization identify problems and come up with appropriate and workable solutions.

It is best to acquire information from employees in a low key manner without raising unrealistic expectations. This can be achieved through existing corporate feedback or input mechanisms such as committees, discussion groups, performance reviews and employee surveys. Alternatively, a special task force could be struck to examine employee concerns and preferred solutions. Programs can be implemented on a trial or test case basis to measure employee response.

A unionized workplace may already have mechanisms in place to involve employees in the development and implementation of new company policies. Unions are generally supportive of work and family initiatives as long as they are carefully planned and benefit working people. In fact, as the Ontario Federation of Labour's recent policy paper indicates, employers should expect to see more work and family issues brought to the bargaining table and written into collective agreements. Clearly, the potential exists for greater co-operation between business and labour in the development of family-supportive programs and initiatives.

up for a week.

John derives enormous satisfaction from both his parenting and his working life. "I'm very reluctant to leave here at the end of the day," he says. "But as soon as I'm out the door I can't wait to get home."

Ray Bateman, Assistant General Manager, Systems Research and Development, is John's manager. He believes flexibility is a necessary management approach today. "I find that people are more productive if they aren't worrying about something at home," he says. "If a family obligation means coming in late or leaving early once in a while, we can usually accommodate these requests.

Since he joined the bank in the '50s, Ray has seen the workforce change considerably. Woman not only have a serious commitment to work, but the workforce needs them. "Business has to recognize that there is a price to pay for tapping the whole labour market," he says. "Family care is more and more important. Also, we're recognizing that parenting is a dual responsibility."

TD Bank Notes

A Strategy for Implementation

The steps toward planning and implementing an organization's work and family programs are not very different from the steps a company would normally follow for any project – be it the development of a new product, marketing initiative or sales campaign. They are:

1. PLANNING, RESEARCH AND ANALYSIS
2. DEVELOPING AND IMPLEMENTING AN ACTION PLAN
3. MONITORING AND EVALUATION.

PLANNING, RESEARCH AND ANALYSIS

When planning a work and family initiative, some questions to consider are:

- How will the needs and suggestions of employees be identified?
- What community or organizational issues should be considered?
- Are there any opportunities for joint venture arrangements with neighbouring organizations so that resources and costs can be shared?
- Will equity be at issue if the program is not used by all employees, or is used by some workers more than by others?
- To what degree does the company want to be involved in the management of a service such as child care or an employee assistance program? Would contracting the services of a third-party provider be more cost-effective?
- What advantages are to be gained by the program and do they offset the costs that will be incurred?

The ideas and issues which emerge during the planning and research phase should then be considered in order of priority. Items at the top of the list will be those which employees have identified as being important to them and which employers believe they can implement with favourable results.

Once the needs are priorized, the company can decide what financial, human and/or physical resources it can devote to the project.

In the case of elder care, for example, a company might have discovered during the research phase that assistance in finding affordable, quality care is a high-priority need for employees. Depending on the resources available, the company may decide to hire a part-time elder care counsellor or a specialist in geriatric care. Alternatively, they may contract the referral services of an outside agency or a commercial computerized data base. Some organizations may decide to offer lunch-time seminars on aging and elder care.

Whatever the need may be, organizations do not have to "go it alone" when developing family-supportive programs for employees. Once they have identified specific needs, the next step is to determine what services are already available in the community. Various sources can help with this including: provincial and

municipal governments; major service providers; resource and referral agencies such as community information centres; volunteer agencies; colleges and universities; local religious, community and service groups; women's organizations; hospitals and libraries.

The Work and Family Section of the Ontario Women's Directorate's Resource Centre has helpful information and case studies.

DEVELOPING AND IMPLEMENTING AN ACTION PLAN

In the case of a small business, straightforward initiatives – for example, flexible hours among a group of 10 people – can usually be implemented fairly easily. When a larger number of employees is involved, however, or when the program involves a package of initiatives, a more detailed plan will be needed with additional investigation, consultation and staff input.

The action plan should identify a number of key components including:

- specific initiatives being researched or implemented
- realistic goals and objectives for each initiative
- time frames for research, planning and implementation
- staff responsibility assigned for the initiative
- how the program will be communicated to managers and employers
- what additional training, if any, is required for managers and/or employees
- guidelines on how the program will be monitored and evaluated.

MONITORING AND EVALUATION

Once the program is in place, it should be monitored and evaluated regularly to determine the impact on the workplace.

In small organizations, the evaluation process can be quite informal with employers or supervisors asking staff for feedback on how the project is working, any problems they are having and any changes they want to make.

In the case of larger companies, employee newsletters, questionnaires, surveys or interviews may be the most effective means of gauging worker response to new work and family initiatives.

Statistics should be gathered just before the project gets underway to measure key indicators such as absenteeism, tardiness, work time spent on personal business, staff turnover, etc. The same measurements should be taken six months later to determine what progress has been made. It is also useful to keep a record of employee comments before, during and after a project.

Organizations with wide experience in implementing family-supportive programs report that the outcome of any initiative – measured in terms of the benefits gained by both employer and employees – depends on a number of factors. Key determinants to success include:

- high-quality programs that are comprehensive and serve a number of needs (employees, the community, the organization)
- sufficient organizational support
- programs designed with employee involvement and employee preferences in mind
- programs designed to complement, not compete with, existing community resources.

YWCA and CUPE (Local 2189)

THE YWCA OF METROPOLITAN TORONTO was one of the first organizations that agreed to include in its negotiated contract with unionized employees a program to assist with child care. A clause built into the agreement between the YWCA and the Federation of Community Agency Groups (now CUPE) provides a small monthly payment for employees with children to help with child care expenses. That payment is a taxable benefit. The program has been acclaimed by the union as highly progressive and very beneficial to its members.

Almost all of the people who work for this social service agency on a permanent basis are women, and many have young children. Proposals for an on-site child care centre were considered but there were not enough children to justify the investment required. Instead the decision was made to provide employees with a cash benefit of $50 a month for their first child under the age of 12, and $20 a month for each additional child. This money is used by employees to help offset their child care costs.

The YWCA also has a flexible system of alternative work arrangements. As long as the demands of the job will allow it, the days worked each week, and even the hours, can be determined by the employee on a day-by-day basis, provided the employee's job can be satisfactorily performed, and no one else is adversely affected.

Representatives of the CUPE local representing YWCA employees say they fully support these programs, not only as union members but also as employees with family responsibilities.

The YWCA's sick leave and vacation policies also help employees balance work and family demands. All permanent employees are entitled to one-and-one-half days of sick leave a month and sick days can be used by employees either for themselves or for the care of an ill spouse or child. Full-time employees are also entitled to four weeks of vacation annually; for part-time staff, all benefits are prorated.

Finally, in the area of maternity and adoption leave, the agency allows permanent employees a six-month leave of absence, during which they continue to accumulate sick leave and seniority credits. The association continues to pay Canada Pension Plan contributions. At the end of their leave, employees are entitled to a benefit equal to seven days' salary. While there are only a few men currently working for the YWCA, they are entitled to five days' paternity leave with pay, and an additional two weeks without pay.

The YWCA's experience with family supportive programs proves that what works in the best interests of employees usually works in the best interests of the organization as well.

"Our sick leave plan, combined with a four week vacation package has enabled us to retain staff with families and also to attract candidates for employment," says Rose-Marie Fernandez, Director of Human Resources for the YWCA. "We believe these policies have made us a leader in the area of providing family-based benefits."

"All of us recognize that dependent care responsibilities are, from time to time, in conflict with job responsibilities. We expect that when such a conflict arises, the individual will make every effort to ensure that business responsibilities and schedules are met. Nevertheless, we all recognize that as in the case of personal illness, family emergencies such as sudden illness or incapacity of dependent, may interfere and – of necessity – come first. In such cases we expect our people to keep their supervisors informed of the nature and duration of the problem. We also expect our supervisors to be helpful and understanding in such situations."

Lee Boyd,
Manager, Corporate Employee Relations,
Colgate Palmolive Company

Conclusion

In the end, the approach an organization takes will depend on the culture of the company, the characteristics of its workforce and the resources it has at hand.

Large corporations may be able to underwrite more ambitious work and family initiatives such as on-site child care and other large scale benefits and arrangements. But small businesses can effectively address their employees' work and family concerns as well. Programs such as flexitime and bring-your-own-lunch information seminars are inexpensive to implement and can have a positive impact on employee morale and work-family conflicts. These solutions require planning, rethinking and adjustments rather than expense.

The following sections describe a range of family-supportive options from which an organization can select. Many alternatives such as flexible working arrangements and flexible benefits plans can work for all employees, not just those with family responsibilities.

The options presented here offer a broad overview of corporate practices in place to meet some of the wide-ranging needs of the new Canadian workforce.

Additional information on implementing family-supportive programs is included in the resource section beginning on page 60 of this publication. The Conference Board in the United States has also produced several publications on this subject which are particularly valuable.

Fact:

Women today spend 17 years caring for their children and 18 years helping an elderly parent.

Manifest Communications

"OUR PEOPLE ARE TOO GOOD TO LOSE," is the reason for job flexibility at Manifest Communications Inc. in Toronto. Manifest is a small service company which employs 19 people and provides communications consulting, management and material for major corporations, as well as professional associations and public sector clients.

Flexible working arrangements have always been an accepted way of doing business at the company, according to partner Tim Hurson. Manifest's three founding partners are writers who prefer to do creative work at home or away from a formal office environment. So when employees have come to them wanting flexible working arrangements, it's a request they've understood and tried to accommodate.

"The issue isn't when or where people do the work," says Hurson. "It's getting the job done."

Today, six out of 19 employees work fewer than full-time hours so they can better manage their job and personal priorities. One employee works five afternoons a week; another works 11 hours a week, six of those in the office and five hours at home.

The company's approach is to sit down with employees and find an arrangement that meets everyone's needs. "In most cases, we've been able to come up with a solution that works for both the organization and the employee," says, Hurson.

There can be drawbacks to flexible working hours, particularly in a small office, Hurson acknowledges. "One of our employees who works three days a week is a key source of information which isn't available to us when she is away from the office. That's a problem we've had to face, but it's one we have managed to overcome."

In Manifest's view, the benefits of job flexibility far outweigh the problems. "If people feel they are locked into a rigid office schedule, they will be worrying about what's going on at home. By offering job flexibility, we get a high degree of productivity as well as a commitment to get the work done."

Because much of Manifest's work involves the use of computers, the company also helps employees purchase personal computers for home use that are compatible with the office system. Nine of 19 employees have taken advantage of this initiative which provides even more flexibility for employees to work where and when they want.

IDEAS: FLEXIBLE WORK ARRANGEMENTS

Getting the Job Done

"The issue isn't when or where people do the work, it's getting the job done."

Tim Hurson
Manifest Communications Inc.

While flexible schedules and work arrangements have been an informal prerogative of managerial and professional workers for years, many businesses are now recognizing that job flexibility can have much wider application. Not only can flexible work arrangements benefit employees, but they also give organizations an advantage in terms of increased productivity, reduced turnover and absenteeism, and ultimately lower costs.

For many men as well as women, alternative work arrangements are the best means of bridging job and family care responsibilities. Flexibility can also help employees adapt to major changes in their lives such as new parenthood or retirement.

When a worker seeks flexibility or reduced hours of work, it does not mean that the individual is less productive on the job or less committed to the organization.

On the contrary, it often signals the desire to find an alternative work schedule that will allow full attention to the job at hand. Or it may demonstrate a desire to work out an arrangement that will allow an employee to stay with a company rather than leave because of difficulties in managing both work and family responsibilities within the confines of rigid working schedules.

If alternative work arrangements are to be a genuine work and family initiative, employees who pursue those options must be treated fairly as productive members of the labour force and accorded the protection and value they deserve.

Within the framework of flexible work arrangements, there must also be a choice. For no single option or combination of options will work for every organization or every employee.

Some arrangements can mean that families have very little time to spend together; others are unworkable for employees who have sole care responsibilities and cannot find child care at irregular hours.

Simply imposing different hours of work will benefit neither the employee nor the organization. Employees have to be able to select the arrangement they believe can best work for them.

This section describes a number of options that could be used by an organization interested in implementing alternative full-time or reduced hours of work arrangements. The section also includes the experiences and observations of organizations which have introduced alternative work arrangements to help employees balance their personal and professional lives.

Full-Time Alternative Work Arrangements

Flexible Hours

Many organizations accommodate employees who need more flexible schedules by offering formal flexible hours programs such as flexitime, or more informal arrangements such as compressed work weeks or seasonal hours.

FLEXITIME

This arrangement enables employees to choose, within certain guidelines, when they want to start and stop the workday, provided they put in the required number of hours on a daily, weekly, monthly or even yearly basis.

Most organizations have bands of "flex" time at either end of the day in addition to "core" hours of work when everyone must be present. The following is an example of a typical flexitime arrangement:

FLEX TIME: 7:00 a.m. to 9:30 a.m.
CORE TIME: 9:30 a.m. to 3:00 p.m.
FLEX TIME: 3:00 p.m. to 5:30 p.m.

This gives employees the flexibility to start work at any time between 7:00 a.m. and 9:30 a.m. and to finish at any time between 3:00 p.m. and 5:30 p.m.

WARNER-LAMBERT

"BESTIME" IS WARNER-LAMBERT'S flexible hours program enabling employees to choose their daily hours of work. Twice a year, employees negotiate with their department head for the hours they want to work, as long as those hours don't conflict with the work of the department or interfere with the jobs of other people.

Core hours are 9:30 a.m. to 3:15 p.m., but employees may start as early as 7:00 a.m. or finish as late as 6:00 p.m. Employees are expected to keep the hours they select for six months. After that they can re-negotiate if they wish.

Flexitime differs from staggered shifts in that employees select their own arrival and departure times either daily, or on a permanent basis.

Some organizations enable workers to accumulate extra hours as "credits" to be put toward flexible leave that can be taken when the employee needs extra time to attend to personal or family matters.

COMPRESSED WORK WEEK

In some companies workers can put in the required number of hours during longer working days, thereby enabling them to work a shorter week. For example, employees can work a four-day week of 10 hours a day, instead of a five-day week of eight hours a day.

The Brunswick Mining and Smelting Corporation enables workers to put in three 12 1/2 hour shifts a week. This means the company can keep production going non-stop for six days a week using staff in different jobs according to changing requirements.

CANADIAN AUTO WORKERS AND 3M CANADA INC.

THE CAW HAS NEGOTIATED INNOvative "weekend worker" provisions enabling employees to work permanent weekend shifts. At 3M Canada Inc., in London, Ontario, CAW members can work 12 hours each Saturday and Sunday and be paid for a full work week with full benefits, holidays and vacations. This allows the company to operate seven days a week without constant overtime. It also gives workers more time for their personal or family life without a reduction in pay. Some 10 per cent of the company's workforce in London are now "weekend workers" according to Bob Whelan, 3M's Manager of Corporate Information.[4]

SEASONAL HOURS

Many companies have formal or informal seasonal hours policies so workers can take extra time off either at the beginning or the end of weekends in the summer. Employees usually accumulate credits by coming to work earlier in the morning, by staying later in the evening or by reducing lunch breaks. This arrangement can give families more time to spend together, particularly during holidays and in the summer when children are not in school.

Implications for Employees and Organizations

Flexible schedules and working arrangements can be an effective way of helping workers bridge their personal and professional lives.

Flexible scheduling allows employees to manage work and family responsibilities or to

DU PONT

DU PONT CANADA INC., OF MISSISSAUGA, Ontario believes its flexible hours program meets two important objectives. It enhances the company's ability to serve customers and helps employees integrate work and family time.

Serving customers from coast to coast, through 5 1/2 time zones, is a challenge for many sales organizations. Early-start order desk employees in Ontario can be available to Maritime customers when they want them, and afternoon calls from the west are handled by those who prefer to stay late.

The program requires employees to work for a continuous period of 7 1/2 hours a day with a one-hour lunch break, with optional starting and finishing times to be selected between 7:30 a.m. and 6:30 p.m. Employees work out a schedule in consultation with their fellow employees and the supervisor.

Employees may also "bank" up to 10 hours a month to be used as paid time off for personal business which is often family related.

attend to personal matters such as medical appointments or school functions outside of work hours.

Some employers are reluctant to offer flexible work arrangements, fearing the program could be abused. However, employees who do misuse flexible hours of work probably know how to short-circuit a fixed hour policy as well.

Experience has shown that if employees have some input into when they start and finish work, they usually keep to those hours. Short term absenteeism and overtime can also be reduced if workers have the option of accumulating surplus hours. By making it easier for employees to reconcile what would otherwise be conflicting work and family demands, an organization can help to improve morale, lower staff turnover and increase productivity. Flexible scheduling is also an attractive option for organizations looking to extend hours of operation and serve customers beyond the normal business day.

For flexible scheduling to work successfully, implementation plans should include well-defined goals, established mechanisms for feedback and a clear policy on what method will be used to monitor hours worked. The honour system and time sheets are the customary methods used by most organizations. Whatever system a company uses will depend on the nature of the business, the type of flexible scheduling in place and the culture of the organization.

Flexible hours programs may not be the answer for every business or every worker. But for employees whose family schedules are not synchronized with the conventional working day, as well as for organizations wanting to recruit, retain and motivate talented people who have family or other responsibilities, flexible scheduling can often make the difference.

Flexible Place

New technologies now make it possible for employees to work at different locations, offering workers more flexibility to balance job and family responsibilities.

Computer terminals, lap top computers, facsimile machines and cellular telephones are just a few of the tools of technology that can let employees work either at home or at a branch plant or head office location close to their home.

Working at an alternative location can be either a full-time or part-time arrangement, or it can make up only a portion of the worker's

Employees from families where all adults work are still coping with roles and conditions of work designed to the specifications of Ozzie and Harriet. These conditions include rigid adherence to a 40 hour week, a concept of career path inconsistent with the life cycle of a person with serious family responsibilities, notions of equity formed in a different era, and performance evaluation systems that confuse effort with results by equating hours of work with productivity.

"Business and the Facts of Family Life"
Fran Sussner Rodgers and Charles Rodgers
Harvard Business Review
January-February 90 #1

week. Flexible place could also be implemented as a temporary measure enabling an employee to extend maternity leave, for example, or to deal with emergencies such as the illness of a child or an elderly dependent. It could even involve an employee working at home or at a branch plant closer to home on certain days that coincide with lessons or medical appointments.

Home-based work within the framework of a formal flexible place program does not include isolated, piece-rate workers. Rather, it is an option for people to do work that is both financially and personally rewarding in a way that allows them to manage better their job and family responsibilities.

Implications for Employees and Organizations

When planned carefully, a flexible place policy can benefit both workers and organizations. Employees can work during the hours most convenient to them, thereby minimizing conflicts in work and family schedules.

For employers, having a flexible place policy can give them access to a pool of workers who would not be in the labour force without the option of working at home or close to home. Enabling new parents or other caregivers to work where and when it is most convenient can also help to reduce extended leaves and employee turnover.

Employees chosen for flexible place work should be able to work independently. Goals and timetables should be set for each project so progress can be assessed at regular intervals. Supervisors should be interested in the arrangement and committed to good communication with the home-based worker.

Because long-term arrangements for work at an alternative location can be socially isolating and detrimental to career advancement, organizations considering a flexible place program should set certain clear standards and criteria.

Employees should be encouraged to participate regularly in workplace activities. They

DU PONT CANADA INC.

HOME-BASED WORK FOR SALES EMPLOYEES was introduced by Du Pont Canada Inc. several years ago. Not only has the arrangement enabled the company to meet business goals, but it has also benefited employees, particularly those with family responsibilities.

Du Pont is a major chemical and specialty products company manufacturing a wide range of products for Canadian and export markets. In two divisions – Plastics and Medical Products – most of the company's salaried sales representatives work out of their homes.

"The move to home-based work has enabled the company to cut down on the costs associated with providing space for employees who spend most of their time in the field," says Andrea Englert-Rygus, Du Pont's personnel manager. At the same time, home-based work gives employees the flexibility to meet job requirements during the hours most convenient to them.

Richard Speir, a plastic resin sales representative, feels that having an office at home has given him more flexibility both on and off-the-job. Speir lives in Guelph, Ontario and spends most of his working hours on the road calling on customers. When his job requires him to put in a day of office work, he can do that work at home and save the 80-minute round trip to Du Pont's main office in Mississauga. "That's time I can use more productively doing my paperwork," says Speir. "It also means that when I finish work I am able to interact immediately with my family."

The main drawback of having a home office is that "it's always there," according to Speir. "It isn't easy to draw the line between work life and home life." There are, however, a number of benefits, he feels. "If my wife and I have a conflict in our schedules, for example, I can arrange my day so that I can spend the morning with my daughter and put in the hours another time."

Like Speir, many sales representatives with young children have found that working from home gives them more flexibility to structure their workday around their family's schedule.

Elaine Campbell has two children, aged 3 1/2 and one year old who are cared for during the day by a full-time, live-out nanny. When she returned to work after the birth of her first child, Campbell was based at Du Pont's head office and worked regular business hours. After her second child was born, Campbell worked on a short-term project from her home which gave her the flexibility she valued as a new mother. "Just to know

should be included in staff meetings and social events, kept informed through correspondence circulation systems, invited to present their work periodically, and given a designated space or work station to use on the days they return to home office.

These simple arrangements can help improve communication between employees and management, increase awareness of the worker's place in the organization, and ensure that opportunities for advancement are not restricted.

Employees should also have the option of returning to the workplace without penalty if they or their supervisors feel that home-based work is not right for them or the organization.

Even if a company does not want to implement a formal flexible place program, arrangements can often be worked out with individual employees to accommodate special circumstances such as extended maternity or elder care leave.

that I was close to the baby and could go upstairs and see him any time made me feel much better about going back to work."

Now Campbell is a home-based sales representative in Du Pont's pharmaceutical division and is able to set her own work schedule. "I spend six to nine hours on the road each day," according to Campbell. "But normally I have one stop in at home either for lunch or in the afternoon sometime." When she has to do paperwork, Campbell plans that around her children's day. "I get an early start in the morning and can usually finish early too," she says. "I have dinner with the children, play with them and put them to bed. Then I go down to my office and do an hour or two of paperwork. This gives me a lot more family time."

All of Du Pont's home-based sales representatives have their offices at home equipped by the company with computers, furniture and additional telephone lines. The company also provides courier service and facsimile machines where necessary, and each sales person has a company car often equipped with a mobile telephone.

Du Pont's home-based employees are treated no differently than their office-based counterparts and are entitled to the same benefits, development programs and opportunities for advancement.

Du Pont is aware that home-based work can isolate employees from colleagues and activities at head office, and the company has made a deliberate effort to ensure that sales representatives are kept informed and fully involved in the organization. Home-based employees come into head office regularly for sales and staff meetings, and are always included in social events.

"In the beginning, the lack of informal communication that goes on day-to-day in an office was the program's main weakness," acknowledges Englert-Rygus. "But home-based staff often work together in teams on projects, and technology like electronic and voice mail has made it much easier for them to keep in touch."

For home-based work to be successful, employees have to be self-disciplined and able to work independently, Englert-Rygus believes. Those are characteristics Du Pont looks for in all its sales recruits. "Our sales people typically – whether they work out of their homes or out of the office – are self-disciplined and self-motivated. Those are the kind of people we hire."

Reduced Hours of Work Arrangements

When you consider that one out of every five Canadian employees works part time, and that three out of four part-time workers are women, the facts are very clear. Part-time work has become a reality of working life in Canada. For hundreds of thousands of Canadians, being able to work fewer than full-time hours can be a viable and attractive option.

Few workplace issues have generated more controversy than the impact of part-time work on the Canadian labour force. Concerns about low pay, lack of job security, benefits and pensions, and the fact that part-time workers have limited access to training or promotion have been the focus of discussion and debate.

For many women, working part time for a period of months or years can mean a loss of career direction or diminished opportunities for advancement.

Labour unions are concerned about employers converting full-time jobs to part-time ones.

Yet many individuals want, and can afford, to spend more time providing direct family care. Part-time work enables them to deal with pressing responsibilities at home for a few months, or a few years, without having to leave the workforce entirely.

Part-time employment offers clear advantages to business and industry. For many organizations, it is a way to cover peak or extended hours of business. For others, it is a means to retain valued employees during times of increased family care responsibilities. Part-time policies also give companies access to a greatly expanded pool of workers from which to recruit and retain talented employees.

But if part-time working arrangements are to be a valid response to the new needs of a new workforce, then issues such as compensation and benefits, as well as job security and opportunities for development, must be viewed in the context of full-time equivalent jobs.

Because reduced hours of work arrangements are often tailored to individual needs, many will not fit the conventional definition of part-time work. For instance, the employee who leaves one hour early each day to be home when school gets out may not work traditional part-time hours, but he or she is still a part-time worker.

Two of the more conventional options are described in the next section. They are:

- PROTECTED PART-TIME WORK; AND
- JOB SHARING.

Implicit in these options is the reality that part-time workers are valuable and committed members of the labour force whose compensation, benefits and opportunities should reflect that fact.

Voluntary Protected Part-Time Work or Reduced Time

This option, in which employees work fewer than full-time hours, can be either a permanent program or a temporary arrangement lasting for a period of weeks, months or years.

Salaries, benefits and job protection are all prorated to those of full-time workers in equivalent jobs.

Implications for Employees and Organizations

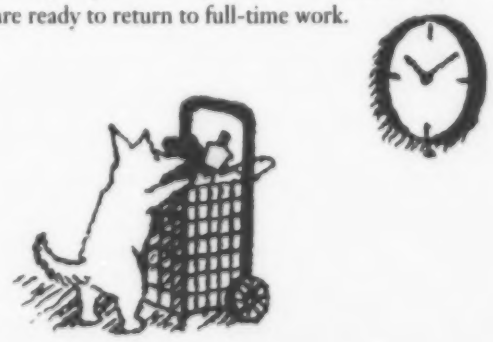
Reduced time arrangements can benefit both employees and employers.

Part-time work meets the needs and preferences of many workers, particularly those with family care responsibilities.

For companies, part-time policies offer access to a pool of workers such as new parents and other caregivers, or workers nearing retirement who cannot, or do not wish to, work full time and who might not otherwise be in the labour force.

Those employees are often highly productive on the job because they spend less time than their full-time counterparts co-ordinating family care during working hours.

Offering part-time employment is also a way to maintain a connection with valued employees during times of increased family care responsibilities. It helps employers ensure that those workers return to their company rather than going to a competitor if and when they are ready to return to full-time work.



MINISTRY OF CONSUMER AND COMMERCIAL RELATIONS

TWENTY-SIX MEN AND WOMEN IN THE Companies Branch of Ontario's Ministry of Consumer and Commercial Relations in Toronto are starting out for work these days at a time when most workers are heading home.

The Ministry's "Companies Night-Shift Project" achieved two of the government's primary objectives for the workplace: it provided an alternative work arrangement to accommodate employees' need to balance work, family and personal lifestyles, and it was an employment equity initiative.

Some of the night-shift employees are single parents, others are taking courses during the day and working at night. Most see this as a step towards a solid government career. In each case, working part time at night gives them an opportunity to meet personal and family needs while at the same time getting all of the prorated benefits of other civil servants.

The motivating force behind this initiative was the need to computerize 1.5 million documents. Instead of adding more full-time day staff, it was decided that an extra shift would be added. "We really wanted committed public servants," says Art Daniels of the ministry's Registration Division. "That was our number one thought going into the project. This meant the employees shouldn't be temporary workers, but rather hired as regular part time."

But Daniels didn't stop with the Companies Branch. His office of the Registrar General, also part of the Registration Division, is slated to relocate to Thunder Bay early in 1991, and he is using the relocation as an opportunity to design a model organization offering the full range of flexible work options including compressed work week and job sharing.

Job Sharing

With this arrangement, two employees who wish to work half-time hours share a full-time job. Job sharing can involve splitting the responsibilities of one position into two separate functions which are performed independently. Or it can involve genuine sharing of a position in which two employees work together as a team.

Salary and benefits are normally based on the prorating of hours worked by each person.

When establishing a job sharing initiative it is important to ensure that financial arrangements are clearly explained so employees know exactly how much salary they will receive and what their benefits package will be. Because only a small percentage of the workforce can afford to live on half a salary, job sharing does not have universal appeal.

Implications for Employees and Organizations

Job sharing is, however, an attractive option for employees who want – and can afford – to work considerably less than a 40-hour week, giving them more time to attend to family responsibilities or other activities.

Job sharing can also be an attractive policy for employers. Many organizations stand to benefit from the presence of two skilled people who can cover for each other and balance each other's strengths and weaknesses. If one employee leaves, there is still someone who knows the job, and if one job sharer is ill or on holiday, the position is covered half of the time. Like most alternative work arrangements, job sharing is also a way for companies to retain valuable employees who may need this

POLYSAR

"TWO HEADS ARE BETTER THAN ONE," is a good way of describing Polysar Rubber Corporation's job sharing program.

The option of sharing a job is open to all salaried employees, provided the job they want to share can be performed by two people without deterioration in performance or productivity. A compatible and qualified sharing partner must be found, and the supervisor, his/her superior, and the site personnel department must agree to implement the program before it can go ahead.

"Polysar has had up to six jobs shared at once in the Sarnia area," says Sheila White, Benefits Supervisor at Sarnia operations. In the beginning, one of the company's main concerns about the program was that it might create a burden for managers and administration since there would be two employees instead of one, two pension plans to calculate, and so on. By sharing their jobs, however, partners accept that their salaries and benefits will be prorated.

Most people involved in the program agree that compatibility is the key to its success. "Communication is a must," says White. "The two people sharing the job must have some way of letting the other person know what has been going on so there is a continuous flow of business."

Donna Pierce and Pat Stewart share a single full-time secretarial job in the management division of the Sarnia operation. Donna works three days one week and Pat works two, then they switch the next week. Pierce's husband recently retired and she wants to spend time with him, but also work part time. "This is an excellent way for me to ease into retirement too," she says. "We can even plan short trips around my days off."

Stewart is the mother of two young children and wanted a working schedule that would allow her to spend as much time as possible with them. "[Since] my husband works shifts at Polysar...one of us is usually home to take care of the kids," she says.

arrangement for a temporary period during their career.

Successful job sharing policies will be flexible enough to accommodate the possibility that a job sharer might wish to return to the full-time workforce, or that one of the employees might leave the job.

In co-operation with the employer, job sharers must work out in advance how duties and responsibilities are to be shared and divided. Employees who initiate a request for job sharing will often have worked out these details before they approach the employer, hence they are usually highly motivated and committed to making the arrangement work. This lends itself well to the requirement that job sharing partners be co-operative and willing to communicate with each other.

Most employers find that increases in administration are minimal, and that any costs are usually offset by the benefits of such a policy, particularly the ability to attract and retain valued employees.

More Ideas: Benefits and Services

Investing in People

"When a company hires an individual, it hires the whole employee. Personal problems – be they work-related or not – affect individual and organizational performance."

Brina Ludwig-Prout
Staff Counsellor
Manulife Financial

As well as providing more flexible working arrangements, organizations can also offer benefits and services that reflect the new needs of the new workforce.

While employer-sponsored child care centres and other child care initiatives have been the centre of public and media attention, other benefits can also be effective for many employees, helping them to bridge their work and family responsibilities.

A number of these programs have already been implemented by many organizations, both large and small. In so doing, those companies are acknowledging the impact of their workforce on bottom-line results. And they are realizing the benefits to be gained by investing in their most valuable asset – their people.

Benefits and Services

This section highlights a number of benefits and services, many of which could be adapted for all employees, not just those with family care responsibilities. They include:

- Leave Policies
- Relocation Policies
- Flexible Benefits Plans
- Employee Assistance Programs
- Elder Care Support Services
- Child Care Support Services

Leave Policies

Vacation, Sick and Personal Leave

Leave policies – particularly those relating to sick leave – vary considerably among organizations.

Some companies provide a specific number of sick days to employees each year. Others have no set limit, believing that if workers are given a maximum number of sick days, they will use those days whether or not they are required. Some companies require a doctor's certificate for any time off. Others feel that placing the decision in the hands of employees is a more effective way of reducing abuse.

With changes in the way people live and work, some organizations are now altering their approach to leave policies for employees. Many companies realize that it is in their own business interests to have more flexible arrangements which accommodate their workers' family situations. Not only do these programs enable employers to recruit, retain and motivate productive employees, but they are also a buffer against excessive time off to deal with family or personal matters.

The Toronto Dominion Bank's dependent care policy recognizes that, on occasion, employees require time away from work to attend to the emergency needs of a dependent.

"If an employee gets a call from their child's school saying the child has broken out with chicken pox, we realize they have to go and get them," says Catherine A. Woods, Manager, Employee Relations, Policy.

"We don't want our employees feeling guilty when situations arise but to feel that we're trying to help them balance their work and family needs. Our employees can also request up to a maximum of three days paid leave a year to attend to emergency situations. The Bank feels the benefits are twofold: it strengthens employee morale, and it minimizes the misuse of our short-term disability program." [47]

Some options for vacation, sick and personal leave include:

- combining vacation and sick leaves into flexible time off packages that can be used by employees for any purpose
- allowing a specific number of "personal" or "floating" days that can be taken whenever an employee needs time for personal business such as arranging a loan, or for

family matters such as medical or dental appointments, or attending a school function

- splitting all or a portion of allocated holidays into smaller blocks of two or three days off at a time, or adding days at the beginning or end of weekends
- expanding the definition of "sick" leave so it can be used by an employee not only when he or she is ill, but also to provide emergency care for a family member who is ill
- adding days to current leave provisions specifically to accommodate emergency situations.

These options have obvious advantages both for organizations and for workers with dependent care responsibilities. Not only are employees more effective in dealing with their own personal situations, but they are more productive when they return to work knowing that a family problem has been resolved.

By offering more leave flexibility, a company is also removing the inequity that exists when some employees call in sick if they need time off to care for a family member who is ill, while others "play by the rules" and use vacation time or leave without pay, or make up the time lost by working extra hours.

Maternity, Paternity, Adoption

Legislation regarding pregnancy, parental and adoption leaves varies across Canada. The Ontario Employment Standards Act, in changes which came into effect in December 1990, now guarantees that if a woman works a minimum of 13 weeks with the same employer immediately preceding her expected date of delivery, she is entitled to 17 weeks of unpaid pregnancy leave, and must get her own or an equivalent job back when she returns to the workplace. Most women are entitled to unemployment insurance during this period. Some organizations top-up unemployment insurance payments to as much as 93 per cent of regular salary.

In addition, Ontario's Employment Standards Act has been amended to guarantee employees 18 weeks of unpaid parental leave. Each parent who has worked for the same employer for 13 weeks is now eligible for this parental leave. "Parent" is defined to include adoptive parents and other individuals with a permanent relationship to the parent who intend to treat the child as their own.

Benefits and seniority continue throughout the leave period, so that the dates of annual increases will not be affected. Those employers who provide benefits such as pensions, life insurance, health and dental plans must continue their coverage during pregnancy and parental leave.

Also, employers must now comply with the Human Rights Code in accommodating the needs of pregnant employees, unless doing so would cause undue hardship.

A number of private and public sector organizations in the past had extended leave provisions beyond the legislated requirements. Now that the legislation has been revised, organizations that had extended leave provisions may be considering what new extensions they will make available beyond the new legislation.

Extended Leaves

Many companies now recognize that their employees have different lifestyles, priorities and personal preferences, and that many want, or need, time off for reasons other than extended vacations.

Some companies allow unpaid personal leaves for a variety of reasons including education, training, national sports competitions, personal development, volunteer work, the care of seriously ill partners or relatives, drug or alcohol rehabilitation, and so on.

During such personal leaves (often for 90 days) organizations might choose to continue an employee's benefits, depending on the reason for the leave.

Extended leaves can also be granted for more than 90 days, during which employees might be allowed to retain their seniority but not keep up their benefits.

Obviously, total flexibility is not always possible for business reasons. If a department is already temporarily understaffed, for example, it may not be feasible for an employee to take an extended leave. However, some flexibility can often be arranged and many organizations are now changing their leave policies to accommodate diverse employee needs.

Relocation Policies

The number of two income families in the workforce has made employee relocation a highly complex and sensitive issue for many individuals and organizations.

The Conference Board's major study of work-family dynamics showed that almost 25 per cent of employees surveyed who had been offered transfer opportunities turned those opportunities down.[40] This has implications for companies which depend on transfers as a means of increasing productivity and efficiency.

Merrill Lynch Relocation Management Inc. in the United States reports that 60 per cent of corporate moves now involve dual-earner families.[41] Clearly companies can no longer relocate their employees without taking into consideration the impact that move has on a worker's family and lifestyle.

Some organizations have reassessed their approach and have retained third-party firms to manage company transfers. Other organizations have developed their own relocation packages to help working families make the adjustment more easily. Those packages often include:

- mortgage assistance
- help with moving expenses
- employment counselling and assistance for partners or accompanying family members, including financial support for job searches, referrals to appropriate companies and the names of key job contacts
- information about community services, child care, schools, etc., in the community to which the family is being transferred.
- travel kits for children to ease the transition to a new community; these kits may include information on local schools, sports facilities and teams, guide and scout groups; coupons from familiar places like

McDonalds; a map of the community showing sites of interest to children; as well as games and activities for the trip.

Flexible Benefits Plans

"Flexible" or "cafeteria" benefits plans enable employees to choose from an array of benefits and insurance coverage up to a specified limit. By selecting the options they want, employees can design the package they need with benefits they are likely to use.

If, for example, an employee does not need extra medical or dental insurance because it is included in a partner's plan, arrangements can be made to increase life insurance coverage, or to take the difference in cash or time off, or in the form of an RRSP or child care voucher.

Flexible benefits plans offer advantages to both workers and organizations. They enable employees to tailor a package which meets their needs, and to alter their benefits as personal circumstances change.

For organizations, flexible benefits programs can eliminate any perception among employees that those who benefit from dependent care provisions such as family health or dental coverage are receiving preferential treatment. Employees who don't need dependent care benefits can purchase something else they need and expect to use.

By offering flexible benefits, organizations are giving their workers a choice while still containing the cost of employer contributions to the plan. More attractive plans also help companies recruit and retain valuable workers.

Labour unions and employee organizations have resisted modifications to benefit packages that enable employees to trade options (such as pension coverage) they may need later in exchange for other benefits (such as expanded dental coverage for their children) now.

When implementing a flexible benefits plan, the advantages and disadvantages of each benefit should be fully explained so employees can make sensible choices and design a package that meets their needs.

SHELL CANADA

WHEN SHELL CANADA LTD. RELOCATED its headquarters from Toronto to Calgary in 1984, it moved 425 employees. The western city was economically depressed at the time, so job prospects for spouses were not great.

To help out, Shell's personnel department gave working spouses access to word processing facilities, offered them help with resume preparation, and counselled them on where they might best fit into the Calgary job market. The company also did its best to inform various sectors of the Calgary business community about the arrival of potential employees. Shell itself hired several spouses to begin work in Calgary.

Wayne Robinson, manager of personnel services, estimates that 50 to 60 spouses received some assistance, although he points out that not all of them wanted to find work in Calgary right away. "It wasn't terribly formal, but it seemed to meet the needs."

TORONTO BLUE JAYS

TRIUMPHS UNLIMITED, THE EMPLOYEE Assistance Program specialists contracted by the Toronto Blue Jays baseball organization to deliver their employee assistance program, has wide experience meeting the unique needs of athletes and their families.

The program they have designed for the Blue Jays provides a range of services from educational seminars on substance abuse and sports psychology, to a 24-hour hot line which any player or member of the Blue Jays organization, as well as family members, can call for assistance in an emergency situation.

The program is comprehensive, not only in the services it offers, but also in the scope of issues it deals with. "The program is not just for drug and alcohol abuse," says Sam McDowell, who developed and continues to oversee the initiative. "It could be for any problem that a player or a member of his family might have – be it emotional, financial or marital. As an ex-ball player, I know the kind of pain and loneliness there can be."

The Blue Jays organization recognizes that an athlete's performance depends on both mental and physical well-being. By helping players and their families work out difficulties – be they problems in adjusting to a new city after a trade, or loneliness when a player is constantly on the road – the ball club stands to benefit as well.

"My program is too expensive for the Blue Jays organization to be paying lip service to this issue," says McDowell. "They really do recognize the importance of looking at the athlete in the context of his entire family, and the importance of family well-being on one's performance."

Employee Assistance Programs

Employee Assistance Programs (EAPs) are one of the most common support services offered by organizations to assist, counsel or help employees. Most EAPs can be used by employees only, but some companies have extended the program to their workers' immediate families as well as to retired employees.

Through counselling and information, EAPs help employees deal with financial, family and job-related problems, as well as alcohol or drug dependencies. EAPs can also help employees cope with stress related issues associated with managing work and family obligations or with caring for an elderly or ill dependent.

In most companies, employees are encouraged to contact the EAP voluntarily, but in some cases, managers are allowed to refer employees to the program.

While individual plans may differ, most offer support in the form of referrals to external professional resources. Employees contacting their company's EAP for help with a marital or family problem, for example, will be referred to an appropriate community agency. Some firms also retain professional help on a full-time or part-time consulting basis.

A number of organizations also operate telephone "hot lines" under their EAP and train hot line staff to deal with crisis or emergency situations.

Unions have raised concerns that EAPs might threaten job security or opportunities for advancement. They fear that if an employee's need for counselling is discovered by a supervisor, it could affect that individual's job or chances for promotion.

For an EAP to be successful, and to benefit those who need the program most, absolute confidentiality is essential and must be guaranteed. While many companies rely on the ser-

vices of an internal Employee Assistance Program, others have opted for the privacy and anonymity offered by an external provider.

Elder Care Support Services

As more people are called upon to care for aging relatives and friends, the need for elder care support services will increase. Many organizations have anticipated emerging family care trends and have adjusted their human resource policies accordingly.

Some companies offer subsidies for respite care, giving employees a needed break from elder care responsibilities during evenings or on weekends. Other organizations have extended their employees' dependent care coverage to include the health and dental care expenses of elderly parents. Still others enable employees to purchase long term care insurance at group rates; this may include the home services of a nurse, therapist or home health aide as well as some nursing-home care.

Perhaps one of the most valuable benefits a company can offer to employees who are combining a job with elder care is flexible working hours. Being able to start work later in the morning or finish earlier in the afternoon can be the answer for many people who are helping aging relatives with meals or other tasks – or providing companionship – during the day.

For many other working women and men, gaining access to information about local elder care services can help them manage job and family care responsibilities more effectively. To meet this need, a number of organizations now provide information, education and referral services at their place of work.

There is a wide variety of systems and services from which a company can choose. An annual fee can be paid to a non-profit social service agency, for example, to provide free elder care information for workers. Through the program, employees receive advice and information, as well as referral to the care facilities and services they need.

Some companies make the information available through a company library; others have on-line, computerized information and referral systems that employees can access from computer terminals.

Some organizations sponsor information

MANULIFE FINANCIAL

MANULIFE FINANCIAL RECOGNIZES that a growing number of its employees are now, or will soon be, caring for older parents, relatives or friends. They also understand the impact this added responsibility can have on an individual's personal and professional life.

With this in mind, the company recently expanded its on-line computerized information service to include both child care and elder care information. "Taking Care" is a 24-hour-a-day, seven-day-a-week program designed by experts in both child and elder care.

The service enables Manulife Financial employees to explore various alternatives without spending hours on the telephone or making time consuming visits to facilities that don't meet their needs. Because the system is accessible around the clock, employees and their partners can share the task of identifying possible care options outside of business hours.

Based on a series of simple questions, "Taking Care" can offer a list of services or facilities that match individual requirements. The system helps the user to develop a plan for care, and locate the services needed to provide that care.

WARNER-LAMBERT – C.A.R.E

"CARING FOR VULNERABLE OLDER RELATIVES is a long established value in our society, one that should be preserved...We want to establish a program that will assist employees across Canada who want to better understand how to care for the aging relative."

So begins a newsletter distributed to Warner-Lambert Canada's 1,500 employees across the country. The newsletter goes on to acknowledge that elder care is one of the most difficult and stressful issues facing working families today. It sets out what the company plans to do to help its employees handle the issue.

The company, which manufacturers health care and consumer products, has formed a committee comprised of current and retired Warner-Lambert employees as well as representatives from St. John's Ambulance. That committee has been developing a program they call C.A.R.E. – Concern for Aging Relatives Everywhere.

One component of the program will be a resource guide listing the names, addresses and phone numbers of all community agencies across Canada that deal with elder care. Another will be a telephone hot line to give employees information on caring for aging relatives. As well, there will be a series of seminars aimed not only at those who must provide care for the elderly, but also at those employees who are concerned about their own aging.

C.A.R.E. is the latest in a series of work and family programs being developed by Warner-Lambert. Other initiatives include: alternative work arrangements such as flexible hours, part-time work and job sharing; extended maternity, paternity and adoption leave; and a program to educate employees and their families about AIDS.

One of the company's first initiatives, more than a decade ago, was an Employee Assistance Plan which provides confidential counselling on a wide range of issues including relocation, workplace harassment, legal and financial concerns and family problems. Elder care counselling is also included in the Employee Assistance Plan, but, according to company philosophy, "elder care is such an important issue today, we felt we had to deal with it separately."

workshops or seminars on elder care and other companies organize workplace "fairs" where several agencies provide information on services for the elderly and for people with disabilities.

Child Care Support Services

With the growing number of working families in Canada, child care has become an urgent economic and social priority. Helping to meet the child care challenge is as important to business today as adopting new technologies was 10 years ago.

Many employers recognize that their ability to recruit and retain talented workers depends in part on the availability of quality care that is affordable, accessible and flexible for the children of those workers. Many realize, as well, the impact that a solid commitment to child care can have on different aspects of their organization.

Canadian organizations, both large and

Employer Benefits

A NATIONAL SURVEY CONDUCTED IN THE United States asked employers what, if any, changes occurred in the workplace as a result of having a child care centre for children of employees. With seven choices for respondents to select from:

- 88 per cent said an increased ability to attract employees
- 72 per cent said lower absenteeism
- 65 per cent said improved employee attitudes toward the organization
- 60 per cent said favourable publicity
- 57 per cent said lower job turnover
- 55 per cent said improved employee attitude toward work
- 36 per cent said improved community relations.[50]

WHEN ASKED, IN ANOTHER SURVEY, TO rank, in descending order of significance, the top five of 16 items that were most affected by their organization's child care programs, the order was:

- 1. recruitment advantage
- 2. improved employee morale
- 3. lower absentee rates
- 4. reduced turnover
- 5. ability to attract persons on leave back to work.[51]

small, are responding to the child care challenge in different ways.

Many companies have introduced flexible working arrangements and expanded leave policies to help workers manage their child care responsibilities. Once again, a few hours off work to find good child care, or to check on the care being received; or time off in an emergency when a child is ill, or when regular care arrangements break down, may be all that is required by some working parents. Other employees need flexible or reduced hours on a regular basis so they can care for their children themselves before or after school.

Some employers have targetted child care assistance as a key employee benefit and are helping to increase or improve availability by establishing on-site or near-site child care centres. Others are helping their employees to gather information and locate child care services in the community. Still other companies subsidize their employees' child care expenses or make direct contributions to local facilities in exchange for priority access to children of their workers.

The following are some of the options organizations could implement to help meet the child care needs of their employees.

Child Care Information and Referral Services

The search for good, convenient and affordable child care can be enormously time consuming and frustrating for working parents. A growing number of employers now recognize that providing child care information and referral services can be an effective and relatively low cost means of meeting the varied needs of a broad range of employees.

Employers offering these services generally contract with a third-party firm or agency that maintains up-to-date information on child care services in the area. These firms or agencies do not provide the care themselves; rather they help employees to manage their questions and problems.

For employees, this kind of service is a useful way to find out what options are available without the stress of telephoning or visiting facilities that don't offer what they need.

For employers, a modest investment can yield significant returns in terms of fewer hours lost by workers trying to find suitable care and less time spent at work on personal and family matters.

Here are three variations of information and referral services for employees.

XEROX CANADA

XEROX CANADA INC. OFFERS A wide range of family-supportive programs. One of the most popular is their cross-Canada child care information and referral service. Xerox pays an annual fee to a non-profit social service agency to provide a free, child care consultation service to its employees across Canada. Through the plan, employees receive personal child care consultation, advice, information and referral at their workplaces.

"By providing funds – a donation of $300,000 to our service provider – to establish this national network, we are responding corporately to a growing concern among working parents," says Tom Watson, Vice President and Senior Staff Officer.

MANPOWER TEMPORARY SERVICES

MANPOWER TEMPORARY SERVICES of Toronto takes an aggressive approach to employee recruitment and has decided that promotion of its work and family programs must now be part of this approach.

The company has found it increasingly difficult to recruit skilled workers in the Toronto area where the temporary help industry is large and highly competitive. After identifying child care as one of the main concerns of temporary employees, Vice President of Operations, Bob Goodman, subscribed to a computerized data base that gives the firm's temporary employees access to information on suitable child care arrangements.

Each worker can consult with a child care expert who then uses the data base to get the information the employee needs – be it a child care centre, funding options, or care for a child with special needs.

The service is promoted in recruitment advertisements, in radio and television interviews and in "Back to Work" displays that the company has established in shopping malls.

"This issue is of growing importance in today's business world," says Goodman, "but I don't think our industry has begun to grasp that yet."

Other companies have responded to their employees' child care needs by setting up computerized information systems that employees can access from their own terminals. Where these services are available 24 hours a day, employees and their partners can consider possible options outside of regular business hours.

PILLSBURY

PILLSBURY CANADA LTD. OF WILLOWdale, Ontario, is one company that anticipated its employees' future needs and acted early, with the help of the latest technology.

Many of Pillsbury's 130 head office employees are in their late 20s or early 30s and a number of those employees are now having, or planning to have children. Pillsbury recognized early on that child care would become an increasingly important issue for their workers.

As a result, company executives examined the possibility of setting up a child care facility. When that proved too costly they decided to subscribe to a computerized data base providing parents with all the information they need on the full range of child care available.

The data base service provides 24-hour-a-day, seven-day-a-week access to child care information. Employees simply sit down at a computer terminal in their workplace and input information on the kind of care they require, desired location, and how much they want to spend. Almost instantly, they receive a printout listing all the services that meet their criteria and also comprehensive information on each listing. A printed checklist is also available for use in evaluating the various services.

Both male and female employees at Pillsbury are using the service and are happy with it. They say it is simple to use, that the information is comprehensive, and best of all, it saves working parents a lot of legwork. From the company's point of view, it also means they can keep valuable employees in the workplace, rather than on extended leave, because of difficulty in finding suitable child care.

Compared to the benefits the company has gained, Pillsbury says the costs of subscribing to the service have been low. All that is required is a computer terminal, a modem, a dedicated phone line, and a subscription to the data base.

Other programs Pillsbury has developed to help employees blend work life and family life include flexible hours of work and the move to a flexible benefits plan.

Flexible benefits will enable employees to "tailor their benefit needs to their family needs," according to Mark Allen, Pillsbury's Manager of Human Resources.

"We know that if we are going to attract and retain the best people, then meeting their family needs is a high priority issue," says Allen. "It's not simply being a progressive employer, it's being a successful employer."

"Today's workers are raising tomorrow's workforce. But the responsibility for equipping young people with the skills and knowledge they need to build productive, independent lives should not be borne by parents alone. All of us – business, government, educators and the community – must share the commitment. For in today's intensively competitive market place – where knowledge and creativity are the engines of economic growth – we all have a direct stake in the education and development of our children."

John DeShaw
President
Levi Strauss & Co. (Canada) Inc.

Direct Support for Community Child Care Facilities

Another popular form of child care support involves assisting in the development or operation of community child care programs that meet employees' needs.

This support can take the form of direct financial assistance, often in exchange for priority placement of employees' children; contributions of toys, books, playground equipment or furniture; or "in kind" contributions such as bookkeeping and accounting services.

One company, Edwards, A Unit of General Signal Ltd., has provided donations to a local association in return for Edwards' employees having priority in the allocation of child care spaces. The company has also established an informal emergency babysitting service for employees who encounter difficulty with child care arrangements.

Some companies assist community facilities which offer basic child care services for infants, toddlers or pre-schoolers. Others target their support to areas of greatest need such as before and after school programs for school aged children, care programs for mildly ill children, emergency child care and special holiday and summer camp programs.

By supporting a local child care service, a company is helping to improve the quality and availability of care offered in the community. This is a meaningful gesture that can yield valuable spin-off benefits in terms of enhanced corporate image and improved community relations.

Subsidies for Child Care Services

Employers who do not want to become directly involved in the business of child care, but who do want to provide an attractive and needed benefit for their workers, can subsidize all or part of their employees' child care expenses. This can be done for all workers, or limited to lower income employees only.

Some organizations use a voucher system, where payment is made to the child care provider. Others reimburse the employee directly for child care expenses incurred.

Employer subsidies have the advantage of supporting community services while enabling individuals to maintain control over their own child care arrangements.

Companies can also support employees by reimbursing them directly for any child care costs they incur when out of town on business. Another approach is to pay for one or two hours of babysitting each evening to help out a partner with young children when the employee is away on a lengthy business trip or development course.

Toronto Dominion Bank reimburses

Canadian Auto Workers

(National Automobile, Aerospace, and Agriculture Implement Workers' Union of Canada)

IN DECEMBER 1983, THE CANADIAN Auto Workers' (CAW) local at Canadian Fab (a subsidiary of American Motors) in Stratford, Ontario, negotiated the inclusion of a day care fund in the union contract. This was the first time a day care fund had been included in a union contract in the private sector in Canada. Canadian Fab agreed to pay two cents into a day care fund for every hour worked by the 1,400 Stratford employees, 90 per cent of whom were women. The original goal was to establish a child care centre. Several barriers, including the inability to find suitable space, precluded that option. Currently, the fund assists workers in paying fees in local child care centres.

The CAW has 143,000 members (20 per cent of whom are women) in 109 locals in Canada; 83 of these locals are in Ontario. In the spring of 1987, the CAW surveyed its membership prior to negotiation of a three-year contract with Chrysler, Ford and General Motors. The need for child care was identified. In addition, the union considered child care as part of affirmative action and also recognized that because of the age demographics of the current union membership, there would be a high turnover of employees in the auto industry in the next 10 years due to retirement. The new employees hired would be younger and have families likely to need child care. In the three-year national collective agreement of September 1987, a fund of $1.5 million was established. The amount payable to the fund is based on a set rate per number of straight hours worked by the union members.

A committee was established to look at the possible options for providing child care. A day care consultant was hired to facilitate the planning and implementation of the child care programs. One issue being addressed is the child care needs of people doing shift work; 90 per cent of the 17,000 union members covered by the agreement work shifts and the majority of these are rotating shifts. A needs assessment was completed, and the Windsor-Essex area was chosen for the initial pilot project. This location is ideal because all three automakers have plants in this area.

The long range goal of the pilot project is to create a variety of child care services to meet the union members' diverse child care needs through a neighbourhood resource centre model also known as a hub centre. These will include group day care, extended hours care for the children of parents working the late shifts, and alternative care in the child's own home for sick-child care and emergency care situations. The group day care centre, which is the core of the hub centre, opened in November, 1989. Licensed to serve up to 54 children, 0-5 years, the centre operates from 6:00 a.m. to 1:00 a.m. (*Reprinted from Work- Related Child Care in Canada, with permission from the Women's Bureau, Labour Canada.*)[52]

The CAW has also developed a model for on-site child care available to the children of members attending meetings or programs at the union's Family Education Centre in Port Elgin, Ontario.[53]

This kind of initiative is not new to the CAW. The union has negotiated or undertaken many family-based programs to support its membership including a comprehensive legal services plan and union counselling and substance abuse initiatives.

employees invited to the bank's annual meeting for any child care expenses they have during the week of the meeting. Both the employee and his or her partner are asked to attend.

Employer-Sponsored Child Care Centres

Until recently, most employer-sponsored child care centres were located in public institutions such as hospitals and universities. Now, a growing number of on-site and near-site facilities are being established by the private sector.

Some workplace centres have been developed by a single organization for the children of its employees. In other instances, several companies operating in close proximity to each other have formed a consortium, pooled their resources and set up a centre shared by employees of member companies.

For organizations prepared to make the investment, there are substantial benefits to be gained from employer-sponsored child care centres. Workers have a stable source of high quality care to which they have easy and convenient access. Because the centre is at or near

GLOBAL PLAYHOUSE

CBS Records, Global Television, Harlequin Enterprises, North York Board of Education

THE GLOBAL TELEVISION NETWORK IS used to winning awards for its productions, but it has also won a surprising new honour – The Canadian Mental Health Association's first Work and Well-Being Award.

The award recognizes Global's contribution to the establishment of the Global Playhouse Child Care Centre – a consortium, the first of its kind in Ontario – developed by Global, CBS Records, Harlequin Enterprises and the North York Board of Education. The child care centre is operated in Don Mills Junior High School and cares for 30 children whose parents work nearby.

Global Playhouse was started because the three companies wanted to address their employees' child care needs. Eager to attract new staff and to retain current employees, the companies decided to offer a new alternative.

The North York Board of Education joined the consortium when it supplied low-rent facilities – four rooms in a local high school close to the offices of the three firms.

The consortium then applied to the Ministry of Community and Social Services and was awarded a grant of approximately $45,000 for start-up costs and capital expenses. Each organization supports the ongoing operational costs of the child care centre by buying up as many spaces as the companies require.

Both parents and employers are seeing the benefits of the centre. Parents get peace of mind because they know their children are close by, safe and well taken care of – they even visit their children at lunch time. The member partners of the consortium feel they benefit from reduced tardiness, absenteeism and turnover as well as the ability to retain valued employees. "I would wholeheartedly encourage other corporations to explore the possibility of pooling their resources to create similar workplace child care facilities," says Global vice president John Burgis, who also sits on the Playhouse board of directors.

BEST WESTERN'S KIDDIE KOLLEGE

THE BEST WESTERN WHEELS INN IN Chatham took a perfect opportunity to satisfy the needs of both customers and employees when it started an on-site child care centre on the premises of this 1,000 guest capacity hotel.

The hotel and fitness complex provides service to business guests and tourists from Ontario, Michigan, Ohio and Western New York. At any given time, the hotel found that 20 to 30 per cent of its guests were children. Also, 450 of the company's full-time and part-time employees were women, many of whom where the parents of pre-school children.

In 1984, the Wheels Inn conducted a fact finding study of employee child care needs and resources, and discovered that all available community facilities were full and had lengthy waiting lists. Since the study also identified that so many of the Inn's employees needed child care, hotel management decided to do something about it.

They felt that a workplace child care centre would meet three objectives. First, it would be a meaningful way to assist working parent employees; second, the centre could add a valuable new component to the services it provides for tourists and local members of its fitness club; and third, the centre would help meet an identified community need for quality child care.

Kent Kiddie Kollege opened in June 1985. The Ministry of Community and Social Services provided $144,000 for operational start-up and capital assistance, and the hotel itself made a major capital contribution to the establishment of the centre.

The "Kollege" is licensed and operates as a non-profit, charitable corporation. It has the capacity to care for 49 children – 10 infants, 15 toddlers and 24 pre-schoolers. Community children are accepted into the centre, space permitting, and up to 15 school-age children (ages six to nine) can be accommodated during the summer, on professional development days, and on school holidays.

The 5,000 square feet child care centre is located on the ground floor of the recreation complex. There is a large outdoor play space adjacent to the centre. Fitness facilities, such as the swimming pool, bowling alley, the gymnasium and a "soft play" area, are also available to the centre's children.

their place of work, parents can also spend time with their children at lunch hour or during other break periods throughout the day.

For companies, investing in a child care centre is a powerful tool to recruit and retain talented workers who need quality care for their children. On-site or near-site facilities are also an incentive for new mothers to return to work earlier rather than opting for extended leave.

Knowing that children are well cared for and close at hand contributes to high staff morale and increased productivity by reducing the worry and stress many working parents have when trying to find suitable facilities.

Unlike community child care facilities whose operating hours are usually fairly rigid, a workplace centre's hours can be tailored to the company's business day (e.g. 8:00 a.m. to 7:00 p.m.) This gives employees more choice as to when they start and stop work. It also means that organizations can improve customer service by extending their hours of operation.

Certainly investing in a workplace child care centre can be a costly proposition. Consequently, it may not be in the business interests of many companies, particularly smaller firms.

"As an employer organization, the Canadian Chamber of Commerce has a direct interest in how Canadians address the issues associated with the provision of adequate child care. And, as a representative of employees functioning in an increasingly competitive environment, the Chamber believes the availability of more child care options will allow full participation of all individuals who wish to work outside the home."

Impact
Canadian Chamber of Commerce publication
April 1990

Other organizations may not want to become directly involved in the "child care business," and some may find that their employees prefer other options such as extended family or community facilities to meet their child care needs.

However, as the growing number of working families is matched by a growing demand for high-quality child care, employer-sponsored day care could be a cost-effective investment for many organizations looking to gain a human resource edge.

Careful needs assessment and planning will ensure that a company-based child care centre has sufficient enrolment. The Ministry of Community and Social Services has child care staff who are able to provide advice and assistance regarding workplace child care.

Selected Bibliography

Axel, Helen. *Corporations and Families: Changing Practices and Perspectives* No. 868 (Ottawa: The Conference Board, 1985).

Balancing Work and Family. *Canadian Business Review* 16(3) Autumn 1989.

Beach, Betty. *Integrating work and family life: the home-working family*. (Albany, N.Y.: State University of New York Press, 1989).

Bohen, Halcyone H. and Anamarie Viveros-Long. *Balancing Jobs and Family Life* (Philadelphia: Temple Univ. Press, 1981).

Burden, Dianne S. and Bradley Googins. *Balancing Job and Homelife Study: Summary of Findings* (Boston: Boston Univ. Press, 1985).

Burud, Sandra, Pamela Aschbacher and Jacqueline McCrosky. *Employer-Supported Child Care: Investing in Human Resources* (Boston: Auburn House, 1984).

Business and the Facts of Family Life. *Harvard Business Review* 89610, November – December 1989.

Creedon, Michael (Ed.) *Issues for an aging America: employees and eldercare – A briefing book*. (Bridgeport, CT: University of Bridgeport, Center for the Study of Aging, 1987. 48 pp.)

Creedon, Michael & Wagner, Donna. *Eldercare: a resource guide* (Purchase, N.Y.: Pepsico, Inc. 1987).

Crim, Sarah. *Employers and Eldercare* (Washington, D.C.: Bureau of National Affairs, 1988).

Fernandez, John. *Child Care and Corporate Productivity* (Massachusetts, Lexington Books, 1986).

Fetterley, Elizabeth, "A Place to Play," *Impact* (Canadian Chamber of Commerce) April 1990.

Fortune Magazine and John Hancock Financial Services. "Corporate and Employee Response to Caring for the Elderly – A National Survey of U.S. Companies and The Workforce", 1989.

Friedman, Dana. *Family-Supportive Policies: The Corporate Decision-Making Process* (New York: The Conference Board Inc., 1987).

Galinsky, Ellen, Diane Hughes and Mary Beth Shinn. *The Corporate Work and Family Life Study* (New York: Bank Street, 1986).

Johnson, Laura and Michael Yzerman. *Putting The Pieces Together: An Inventory of Work and Family Resources* (Toronto: Social Planning Council of Metropolitan Toronto, 1988).

McCarthy, Maureen and Gail S. Rosenberg. *Worksharing Case Studies* (Michigan: Upjohn Institute, 1981).

Ministry of Community and Social Services "Employer-Supported Child Care in Canada", Case Studies #1-#6, January 1988.

Naisbett, John and Patricia Aburdene. *Re-inventing the Corporation* (New York: Warner Books, 1985).

Opportunity 2000: Creative Affirmative Action Strategies for a Changing Workforce (U.S. Department of Labour, 1988).

Paris, Hélène. *The Corporate Response to Workers with Family Responsibilities* (Ottawa: The Conference Board of Canada, 1989).

Roth, William. *Work and rewards: redefining our work-life reality* (New York: Praeger, 1989).

Sekaran, Uma. *Dual-Career Families* (San Francisco: Jossey-Bass Publishers, 1986).

Symes, Beth and Colleen Sheppard. *Juggling a Family and a Job* (Ottawa: The Canadian Advisory Council on the Status of Women, 1984).

Trials and triumphs for dual-career couples. *Industrial Management* 12 (4) May 1988 p.14.

Stains, Graham L. and Joseph H. Pleck. *The Impact of Work Schedules on the Family* (Michigan: Institute for Social Research, 1983).

Wagner, Donna & Creedon, Michael. *Employed caregivers* (in press). (Bridgeport, Ct.: University of Bridgeport, 1988.).

Work and Family: A Changing Dynamic (Washington: Bureau of National Affairs, 1986).

Work and Family: New Partnerships (Toronto Ryerson Polytechnical Institution, 1989).

Workers with Family Responsibilities in a Changing Society: Who Cares (Canada Employment and Immigration, Advisory Council: Minister of Supply and Services, 1987).

Work-related Child Care in Canada (Ottawa: The Women's Bureau, Labour Canada, 1990).

Many of these publications and others on the subject are available for reference in the Resource Centre at the Ontario Women's Directorate, 480 University, Avenue, Toronto.

Endnotes

1 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 17.

2 Ibid., p. 17.

3 Ibid., p. 17.

4 Actual numbers supplied by Statistics Canada. Projections supplied by the Interministerial Committee on Labour Supply.

5 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 18.

6 Canadian Advisory Council on the Status of Women, *Women and Labour Market Poverty*, Ottawa, 1990, p.22.

7 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities,"

Canadian Business Review, Autumn 1989, p. 18.
8 Ibid., p. 18.
9 Ibid., p. 17.
10 Fran Sussner Rodgers and Charles Rodgers, "Business and the Facts of Family Life," *Harvard Business Review*, November-December 1989, p.121.
11 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 18.
12 Pam Smith, "Working Life and Unemployment Tables for Males and Females," Discussion Paper 55, University of Alberta, 1988.
13 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 18.
14 Labour Canada, *Leave for Employees with Family Responsibilities*, 1988, p. 8.
15 "Family Benefits for Men: The Payoff for Companies," *Perspective*, April 1989.
16 Interministerial Committee on Labour Supply, *Ontario Participation Rate Projections to the Year 2001*, October 12, 1989, p. 16.
17 Dan Remington, "When Your Parents Need You...," *The Globe and Mail* supplement *Today's Health*, December 3, 1989, p. 37.
18 Report of the Canadian Health and Disability Survey, 1983-84.
19 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 19.
20 Mark Frankel, "Research Survey – M.L. Frankel and Associates", *Work and Family – New Partnerships*, Conference Proceedings, 1989, pp.31-32.
21 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 19.
22 Ibid., p. 19.
23 Sylvia Ann Hewlitt, "Family Support Policy? Consult the Bottom Line", *Management Review*, January 1989.
24 Ontario Ministry of Treasury and Economics, *Ontario Study of the Service Sector*, 1986, Appendix p.2.
25 Ontario Ministry of Treasury and Economics, *Ontario Statistics 1986*, p.220.
26 Statistics Canada, *The Labour Force Report*, December 1986, Table 56.
27 Labour Canada, *Leave for Employees with Family Responsibilities*, 1988, p. 8.
28 "Family Benefits for Men: The Payoff for Companies," *Perspective*, April 1989.
29 Fern Schumer Chapman "Executive Guilt: Who's Taking Care of the Children?", *Fortune*, February 16, 1987, p.30.
30 Rona Maynard, "The New Executive Father," *Report on Business Magazine*, March 1989, p. 48.
31 Health and Welfare Canada, National Day Care Information Centre, *Status of Day Care in Canada 1989*, Ottawa,1990.
32 Kate Fillion, "The Daycare Decision," *Saturday Night*, January 1989, p.26.
33 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 17.
34 Ibid., p. 19.
35 Ibid., p. 19.
36 Fern Schumer Chapman, "Executive Guilt: Who's Taking Care of the Children," *Fortune*, February 16, 1987, p.31.
37 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 19.
38 Statistics Canada.
39 Lisa Taerk, Head, KINFO Eldercare Systems, taken from transcripts of "Work and Family: New Partnerships" (Toronto, Ryerson Polytechnical Institute, 1989).
40 Judith Mac Bride-King and Hélène Paris "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 20.
41 Ibid., p.19.
42 Ibid., p. 20.
43 Conference Board, *Family-Supportive Policies: The Corporate Decision-Making Process*, 1987, p. 2.
44 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 20.
45 Dan Remington, "When Your Parents Need You...," *The Globe and Mail* supplement *Today's Health*, December 3, 1989, p. 37.
46 CAW Policy Statement on the Family, *Canadian Business Review*, Vol. 16 #3, p.32.
47 From an interview with Catherine A. Woods, Manager, Employee Relations, Policy, Toronto Dominion Bank.
48 Judith MacBride-King and Hélène Paris, "Balancing Work and Family Responsibilities," *Canadian Business Review*, Autumn 1989, p. 19.
49 Bureau of National Affairs (U.S.) *The National Report on Work & Family*, Report #8, "Employee Relocation Programs: Help for Two-Paycheck Households", August 1988, p.3
50 E.D. Friedman, "Childcare for Employees' Kids," *Harvard Business Review*, March-April 1986, pp. 28-34.
51 Ibid., pp. 28-34.
52 Women's Bureau, Labour Canada, *Work-Related Day Care in Canada 1990*, p.115-116.
53 Robert White, "Changing Needs of Work and Family: A Union Response", *Canadian Business Review*, Autumn 1989, p.32.

Acknowledgements

During the preparation of this publication, many organizations and individuals gave freely of their time and expertise to the Ontario Ministry of Community and Social Services and the Ontario Women's Directorate – the co-sponsors of the project. These people are far too numerous to mention here, but it would not have been possible to complete this publication without them and we offer our appreciation.

We also wish to thank the organizations which shared their strategies and initiatives so that others might benefit from their experience. The organizations profiled in this publication are among those which have policies in place to help employees balance their work and family priorities. Other companies have taken similar actions in this issue and their actions are also commended.

Finding Help

WHO? Child Care Advisory Line Ltd.
2040 Sheppard Avenue East, Suite 201
North York, Ontario M2J 5B3
(416) 492-3475

WHAT? Helps organizations provide accurate child care information to their employees nationwide and provides information on elder care resources across Ontario.

WHO? Child Care Innovations Inc.
801 York Mills Road, Suite 201
Don Mills, Ontario M3B 1X7
(416) 449-9771

WHAT? Provides a full range of child care consulting services, including advice on the development of child care centres.

WHO? Child Care Resource and Research Unit
Centre for Urban and Community Studies
University of Toronto
455 Spadina Avenue
Toronto, Ontario M5S 2G8
(416) 978-6895

WHAT? Provides information, policy research and educational functions for community groups, government, corporations, unions and agencies concerned about work and family issues and child care.

WHO? Child Directions
2361 Gillingham Drive
Burlington, Ontario L7P 3Z5
(416) 336-7289

WHAT? Provides consulting services to assist organizations in establishing child care resources.

WHO? Conference Board of Canada
225 Smythe Road
Ottawa, Ontario K1H 8M7
(613) 526-3280

WHAT? Provides research information, workshops and seminars on employee needs, working conditions, benefits and leave provisions in Canada.

WHO? Employer Advisory Service
Ministry of Community and Social Services

Has child care staff available at the following area offices:
Central:
Toronto (416) 965-5340
Mississauga (416) 897-3165
Barrie (705) 737-1311
North:
Sudbury (705) 673-1947
North Bay (705) 474-4452
Thunder Bay (807) 475-1345
Southeast:
Peterborough (705) 742-9292
Kingston (613) 545-0539
Ottawa (613) 234-2838
Southwest:
London (519) 438-5111
Hamilton (416) 521-7329
Waterloo (519) 886-4700
Windsor (519) 254-1651

WHAT? Provides advice and information to employers and employees on child care options including workplace child care, needs assessment, licensing requirements, funding, etc.

WHO? Families That Work Inc.
801 York Mills Road
North York, Ontario M3B 1X7
(416) 443-8605

WHAT? Provides work and family consulting and referral services to employers through needs assessments and program design.

WHO? Family Day Care Services
380 Sherbourne Street
Toronto, Ontario M4X 1K2
(416) 922-9556

WHAT? Provides child care and elder care information, referral and consulting services to organizations and their employees.

WHO? **KINFO Eldercare Systems, Corporate Health Consultants Ltd.,**
1599 Hurontario Street
Mississauga, Ontario L5G 4S1
(416) 278-6065

WHAT? Helps organizations by providing counselling and up-to-date eldercare information to their employees from a nationwide database.

WHO? **Microchip Human Services Inc.**
49 Prince Edward Boulevard
Thornhill, Ontario L3T 7G1
(416) 731-7304

WHAT? Provides an interactive, on-line information service on elder and child care for employees of corporations registered in the program.

WHO? **Ontario Women's Directorate**
Consultative Services Branch
Suite 200, 480 University Avenue
Toronto, Ontario M5G 1V2
(416) 597-4570

WHAT? Provides consultative services to public and private sector employers on employment equity and work and family issues; has Resource Centre with section on work and family. Open 9.00 a.m. to 5.00 p.m.

WHO? **Vanier Institute of the Family**
120 Holland Avenue
Ottawa, Ontario K1Y 0X6
(613) 722-4007

WHAT? Provides information, research and policy initiatives in areas supportive of the well-being of Canadian families.

WHO? **Work and Family Connections**
A service of Seven Towers Non-Profit Family Day Care Inc.
417 Concession Street
Hamilton, Ontario L9A 1C1
(416) 574-9344

WHAT? Offers supervised, quality services and consultation for employers and employees on a full-range of work and family services including employee child care and elder care needs, development of work and family policies as well as emergency dependent care assistance.

WHO? **Work Options Niagara**
Suite 207, 173 Niagara Street
St. Catharines, Ontario L2R 4M1
(416) 732-6111

WHAT? Conducts research, provides information and referral services, as well as workshops and seminars on flexible work options.

WHO? **Workplace ElderConnect**
530 Wilson Avenue
3rd Floor
North York, Ontario M3H 1T6
(416) 635-5416

WHAT? Helps organizations address the needs of employees caring for elderly relatives and dealing with their own aging through information, consultation and referral services.

WHO? **Community Information Centres**
Check the blue pages of your telephone directory under community information.

WHAT? Provides information by telephone, in person, and in print on health and human services, including child care, elder care and services for people with disabilities.

Useful starting point for people who need help in assessing a problem, or require assistance in locating a service or making contact with appropriate organizations.

Acknowledgement is due to the Social Planning Council of Metropolitan Toronto for their compilation of resources from which many of the above resources are drawn. We would be pleased to hear about the availability of other community resources.

Employer/Employee Benefits

What benefits are to be gained from developing a work and family program?

EMPLOYEE

- Gets assistance in alleviating conflicts between work and family schedules
- Feels more comfortable about dependent-care arrangements
- Has more choice in pursuing a particular lifestyle
- Reduces stress and guilt
- Has more control over personal and family benefits
- Gets information and education to help deal with family concerns
- Has greater flexibility in taking leaves
- Can relocate without undue stress to the family
- Has access to professional help with work, personal, financial, marital and family problems
- Can deal with family concerns without having to look for another job

EMPLOYER

- Reduces tardiness and absenteeism
- Increases employee concentration, productivity and morale
- Decreases amount of work time spent on family problems
- Improves morale and loyalty to the organization
- Improves performance
- Improves employee perception of organization as "caring" employer
- Enhances organization's image as "model" employer
- Improves image in the community
- Can support families at little or no extra cost
- Can continue to relocate employees when necessary and thereby retain valued employees and recoup investment
- Can provide wide range of support at little cost
- Enhances organizations ability to recruit and retain qualified employees

A Checklist for Employers

Gaining A Human Resource Edge

Within the framework of a general work and family policy, there are a number of practical and cost-effective initiatives an organization, large or small, could undertake to support working families. They include:

- legal support services to help employees with wills, power of attorney, house closings, etc.
- financial counselling services for personal insurance, retirement planning, estate planning and managing personal finances.
- bring-your-own-lunch noon time seminars on work and family issues such as elder care, personal time, dual-career families and stress.
- support services for new parents including pre-natal and post-natal seminars and post-natal support groups, as well as specific support for new mothers such as exercise classes, facilities for mothers to express and store breast milk.
- offering nutritious, take-home meals from the company cafeteria which employees can purchase at cost for their families in the evening.
- "Kids Days" at work, perhaps during March break or Christmas holidays when children can come to work in the morning with their parents, see the workplace, and then get involved in company-run programs and activities while their parents are on the job.
- "Summer Camp" information sessions to help employees plan summer activities for their children.
- temporary care sites to accommodate ill family members. This could involve contracting with a neighbourhood child care or health care centre to acquire some space near the workplace where mildly ill children or elderly relatives could be cared for by qualified medical staff.
- Public Affairs Departments monitoring work and family legislation and keeping employees informed about new developments or proposed changes which might affect them.
- Information fairs on community services that are available for children or elderly or disabled people.

Work and Family Factsheet

FACT: Women now spend between 34 and 37 years in the paid labour force – a term roughly equivalent to men.

FACT: Absenteeism for personal or family reasons has doubled in the past 10 years. In one survey, family-care problems caused employees to miss work 5 days, arrive late 4 times and leave early more than 3 times in a year.

FACT: In 1961, only 20 per cent of two-parent families were dual earner. Today, both husband and wife work for pay in more than half of Canadian families.

FACT: Women today spend 17 years caring for their children and 18 years helping an elderly parent.

FACT: The number of two-parent families below the poverty line would increase by 78 per cent if only one person in the household had paid work.

FACT: Only 16 per cent of Ontario families fit the traditional family picture with father as sole wage earner and stay-at-home mother caring for children.

FACT: Women's participation in the labour force is up 85 per cent since 1971, while men's participation has increased by only 30 per cent.

FACT: Almost 66 per cent of new entrants into the job market between now and 2001 will be women.

The Crucial Balance

The dynamics of the Canadian workforce have changed. Demographic, social and employment trends, coupled with the changing face of the Canadian family, will increasingly challenge business and industry in the '90s. What do these changes mean to your company and its bottom line? How are other companies using these changes to their advantage? How can you?

The Crucial Balance is a practical resource guide for employers which explores the impact of the work and family balance. It shows how leading companies like the TORONTO BLUE JAYS, XEROX CANADA LTD. and LEVI STRAUSS have developed strategies to benefit from these changes. It shows how your company can, too.

A timely publication: An excellent analysis of the reality facing working families today and what employers can do about it.

Fern Stimpson
Director, Employee Services
Manulife Financial

Work and Family issues are a key HR challenge of the '90s. ***The Crucial Balance*** *is a timely and well done resource . . .*

Jerry Fox
Vice-President, Human Resources
Du Pont Canada

Finding and keeping good staff will be the number one issue for small businesses in the future. This book provides practical advice to help employers meet this challenge.

Catherine Swift
Vice-President, Research & Chief Economist
Canadian Federation of Independent Business

Ontario Women's Directorate

Ministry of Community and Social Services

Rev. 0-7729-8304-6
Mar./91 15M